

Corporate and Community Services Department

Council Headquarters, Eastwood Park, Giffnock, East Renfrewshire, G46 6UG

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Date: 20 November 2020

When calling please ask for: Linda Hutchison (Tel. No 0141-577-8388)

e-mail: linda.hutchison@eastrenfrewshire.gov.uk

TO: Councillors Stewart Miller (Chair), Barbara Grant (Vice-Chair), Angela Convery, Charlie Gilbert, Annette Ireland, Jim McLean and Jim Swift.

AUDIT AND SCRUTINY COMMITTEE

A meeting of the Audit and Scrutiny Committee will be held on **Thursday, 26 November 2020 at 2.00 pm.**

The agenda of business is as listed below.

Please note this is a virtual meeting.

CAROLINE INNES

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DEPUTY CHIEF EXECUTIVE

AGENDA

1. **Report apologies for absence.**
2. **Declarations of interest.**
3. **Chair's Report.**
4. **2019/20 Annual Accounts for the Council's Charitable Trusts and External Audit (International Standard on Auditing 260) Report – Report by Head of Accountancy (Chief Financial Officer)(copy attached, pages 3 - 24).**
5. **2019/20 Annual Accounts and Draft Annual Audit Report for East Renfrewshire Council – Report by Head of Accountancy (Chief Financial Officer)(copy attached, pages 25 - 210).**

6. **Interim Treasury Management Report 2020/21 – Report by Head of Accountancy (Chief Financial Officer)(copy attached, pages 211 - 224).**
7. **Update on Withdrawal from the European Union – Joint Report by Director of Corporate & Community Services and Director of Environment (copy attached, pages 225 - 228).**
8. **Internal Audit Plan 2020/21 – Implementation Progress – July to September 2020 – Report by Chief Auditor (copy attached, pages 229 - 240).**
9. **Audit Scotland COVID-19 Guide for Audit and Risk Committees and Related Comments – Report by Clerk (copy attached, pages 241 - 260)**
10. **Cabinet Responses to Audit and Scrutiny Committee Investigations on Income Generation and Commercialisation; and Climate Change – Report by Clerk (copy attached, pages 261 - 308).**

This document can be explained to you in other languages and can be provided in alternative formats such as large print and Braille. For further information, please contact Customer First on 0141 577 3001 or email customerservices@eastrenfrewshire.gov.uk

EAST RENFREWSHIRE COUNCIL
AUDIT AND SCRUTINY COMMITTEE

26 November 2020

Report by Head of Accountancy (Chief Financial Officer)

2019/20 ANNUAL ACCOUNTS FOR THE COUNCIL'S CHARITABLE TRUSTS AND
EXTERNAL AUDIT (ISA 260) REPORT

PURPOSE OF REPORT

1. The audited 2019/20 Annual Accounts for the seven charitable trusts that the Council acts as trustee for, have been amalgamated into one document and a copy is now submitted for consideration by the Audit and Scrutiny Committee. In addition, the External Auditor has prepared a report in respect of the Trusts, which is in compliance with the International Standard on Auditing (ISA) 260, for consideration.

RECOMMENDATION

2. The Committee is invited to: -
- Consider the report by External Audit;
 - Note and comment on the content of the 2019/20 amalgamated Annual Accounts for the seven charitable trusts that the Council acts as trustee for; and
 - Remit the report to the Council for consideration.

REPORT

3. The external audit of the 2019/20 Annual Accounts for the seven charitable trusts that the Council acts as trustee for has now been completed and the Council has been awarded an audit certificate for the amalgamated accounts, which has no qualifications. A copy of the Accounts is attached as Appendix 1.

ANNUAL AUDIT REPORTS

4. A copy of the Annual Audit Report, which provides an overview of the main issues arising from the 2019/20 Audit of the Trust Accounts has been prepared. The Committee is invited to consider the document. The External Auditors will be attending the Audit and Scrutiny Committee meeting to speak to and discuss the report.

RECOMMENDATION

5. The Committee is invited to: -
- Consider the report by External Audit ;
 - Note and comment on the content of the 2019/20 amalgamated Annual Accounts for the seven charitable trusts that the Council acts as trustee for; and

- Remit the report to the Council for consideration.

REPORT AUTHOR

Head of Accountancy - Margaret McCrossan
Chief Accountant - Barbara Clark Tel 0141 577 3068
E-mail. Barbara.Clark@EastRenfrewshire.gov.uk
Report Date - 6 November 2020

BACKGROUND PAPERS

This report refers to the 2019/20 amalgamated Annual Accounts for the seven charitable trusts that the Council acts as trustee for (Lieutenant Duff Memorial Institute, Newton Mearns Benevolent Association, Janet Hamilton Memorial Fund, John Pattison Memorial Fund, Hugh & Janet Martin Memorial Fund, Netherlee School 1937 Endowment, Endowment for Talented Children and Young People) and the External Auditor's 2019/20 ISA 260 report in respect of the trusts.

Margaret McCrossan
Head of Accountancy
c/o East Renfrewshire Council
Accountancy Section
Rouken Glen Road
Glasgow
G46 6UG

26 November 2020

East Renfrewshire Council Trust Funds Audit of 2019/20 annual accounts

Independent auditor's report

1. Our audit work on the 2019/20 annual accounts is now complete. We anticipate being able to issue an unqualified audit opinion in the independent auditor's report by 30 November 2020 (the proposed report is attached at [Appendix A](#)).

Annual audit report

2. Under International Standards on Auditing in the UK, we report specific matters arising from the audit of the financial statements to those charged with governance of a body in sufficient time to enable appropriate action. We present for the Audit and Scrutiny Committee's consideration our draft annual report on the 2019/20 audit. The section headed "Significant findings from the audit in accordance with ISA 260" sets out the issues identified in respect of the annual accounts.
3. This report will be issued in final form after the annual accounts have been certified.

Unadjusted misstatements

4. We also report to those charged with governance all unadjusted misstatements which we have identified during our audit, other than those of a trivial nature and request that these misstatements be corrected. There are no unadjusted misstatements.

Fraud, subsequent events and compliance with laws and regulations

5. In presenting this report to the Audit and Scrutiny Committee we seek confirmation from those charged with governance of any instances of any actual, suspected or alleged fraud; any subsequent events that have occurred since the date of the financial statements; or material non-compliance with laws and regulations affecting the entity that should be brought to our attention.

Representations from Section 95 Officer

6. As part of the completion of our audit, we are seeking written representations from the Section 95 Officer on aspects of the annual accounts, including the judgements and estimates made.

6

7. A draft letter of representation is attached at [Appendix B](#). This should be signed and returned to us by the Section 95 Officer with the signed annual accounts prior to the independent auditor's report being certified.

APPENDIX A: Proposed Independent Auditor's Report

Independent auditor's report to the trustees of East Renfrewshire Council Trust Funds 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 statement of accounts of the East Renfrewshire Council Trust Funds for the year ended 31 March 2020 under Part VII of the Local Government (Scotland) Act 1973 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. The financial statements comprise the Statement of Receipts and Payments, the Statement of Balances and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and a receipts and payments basis.

In my opinion the accompanying financial statements:

- properly present the receipts and payments of the charities for the year ended 31 March 2020 and their statement of balances at that date; and
- have been prepared in accordance with the requirements of the Charities and Trustee Investment (Scotland) Act 2005, and regulations 9(1), (2) and (3) of The Charities Accounts (Scotland) Regulations 2006.

Basis 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 am independent of the charities in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standard, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the trustees for the financial statements

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

Auditor's responsibilities for the audit of the financial statements

My 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.

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 statement of accounts

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

In connection with my audit of the financial statements, my responsibility is to read all the other information in the statement of 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

Opinion on matter prescribed by the Accounts Commission

In my opinion, based on the work undertaken in the course of the audit the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with The Charities Accounts (Scotland) Regulations 2006.

Matters on which I am required to report by exception

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

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

I have nothing to report in respect of these matters.

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.

Pauline Gillen
Audit Scotland
4th Floor
8 Nelson Mandela Place
Glasgow
G2 1BT

Pauline Gillen is eligible to act as an auditor in terms of Part VII of the Local Government (Scotland) Act 1973.

APPENDIX B: Letter of Representation (ISA 580)

Pauline Gillen, Senior Audit Manager
Audit Scotland
4th Floor
8 Nelson Mandela Place
Glasgow
G2 1BT

Dear Pauline

East Renfrewshire Council Trust Funds Annual Accounts 2019/20

1. This representation letter is provided about your audit of the annual accounts of East Renfrewshire Council Trust Funds for the year ended 31 March 2020 for the purpose of expressing an opinion as to whether the financial statements give a true and fair view in accordance with the financial reporting framework, and for expressing other opinions on the remuneration report, management commentary and annual governance statement.
2. I confirm to the best of my knowledge and belief and having made appropriate enquiries of the trustees of the trust funds, the following representations given to you in connection with your audit of East Renfrewshire Council Trust Funds' annual accounts for the year ended 31 March 2020.

General

3. East Renfrewshire Council (as the administering authority) and I have fulfilled our statutory responsibilities for the preparation of the 2019/20 annual accounts. All the accounting records, documentation and other matters which I am aware are relevant to the preparation of the annual accounts have been made available to you for the purposes of your audit. All transactions undertaken by East Renfrewshire Council Trust Funds have been recorded in the accounting records and are properly reflected in the financial statements.
4. I confirm that the effects of uncorrected misstatements are immaterial, individually and in aggregate, to the financial statements as a whole. I am not aware of any uncorrected misstatements.

Financial Reporting Framework

5. The financial statements comply with the requirements of the Charities and Trustee Investment (Scotland) Act 2005, and regulations 9(1), (2) and (3) of the Charities Accounts (Scotland) Regulations 2006.

Regularity of Financial Transactions

6. The financial transactions of East Renfrewshire Council Trust Funds are in accordance with the relevant legislation and regulations governing its activities.

Accounting Policies & Estimates

7. The significant assumptions used in making accounting estimates are reasonable and properly reflected in the financial statements.

Going Concern Basis of Accounting

8. The Trustees have assessed the East Renfrewshire Council Trust Funds' ability to continue to use the going concern basis of accounting and have concluded that it is appropriate. I am not aware of any material uncertainties that may cast significant doubt on East Renfrewshire Council Trust Funds' ability to continue as a going concern.

Assets

9. The cash fund and investments shown in the Statement of Balances at 31 March 2019 were owned by the registered charities. Assets are free from any lien, encumbrance or charge except as disclosed in the financial statements. There are no plans or intentions that are likely to affect the carrying value of classification of the assets within the financial statements.

Fraud

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

Laws and Regulations

11. I have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing financial statements.

Related Party Transactions

12. There are no transactions with related parties that require to be disclosed in the financial statements.

Events Subsequent to the Balance Sheet Date

13. There have been no material events since the date of the Statement of Balances which necessitate revision of the figures in the financial statements or notes thereto including contingent assets and liabilities.

Corporate Governance

14. I have disclosed to you all deficiencies in internal control identified from this review or of which I am otherwise aware.

Yours sincerely

Margaret McCrossan
Head of Accountancy (Chief Financial Officer)



East Renfrewshire Council Trusts

Trustees' Annual Report and Financial Statements

For Year Ended 31 March 2020

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East Renfrewshire Council

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Trustees' Annual Report for the Year Ended 31 March 2020

1. INTRODUCTION

The Trustees present the annual report together with the financial statements and the Auditor's Report for the year ended 31 March 2020.

ADMINISTRATION INFORMATION

<u>Charity Number</u>	<u>Charity Name</u>	<u>Charity Number</u>	<u>Charity Name</u>
SC005976	Lieutenant Duff Memorial Institute	SC019475	Janet Hamilton Memorial Fund
SC016641	Newton Mearns Benevolent Association	SC037293	Netherlee School 1937 Endowment
SC019473	Hugh & Janet Martin Memorial Fund	SC037925	Endowment for Talented Children & Young People
SC019474	John Pattison Memorial Fund		

Contact Address East Renfrewshire Council
 Accountancy Section
 Rouken Glen Road
 Glasgow G46 6UG

<u>Charity Name</u>	<u>Charity Trustees</u>	<u>Previous Trustees</u>
Lieutenant Duff Memorial Institute	Margaret McCrossan	
Newton Mearns Benevolent Association	Margaret McCrossan	
Hugh & Janet Martin Memorial Fund	Margaret McCrossan	
John Pattison Memorial Fund	Margaret McCrossan	
Janet Hamilton Memorial Fund	Margaret McCrossan	
Netherlee School 1937 Endowment	Margaret McCrossan, Yvonne Donaldson Julie Roberts Lynn Sweeny	
Endowment for Talented Children & Young People	Margaret McCrossan, Mhairi Shaw Fiona Morrison	

Auditor

Pauline Gillen
Senior Audit Manager
Audit Scotland
4th Floor
The Athenaeum Building
8 Nelson Mandela Place
Glasgow
G2 1BT

Trust Deeds

Copies of Trust Deeds are available for Lieutenant Duff Memorial, Netherlee School and Endowment for Talented Young People and can be obtained from:

East Renfrewshire Council
Rouken Glen Road
Glasgow G46 6UG

Deeds for other charitable trusts are unavailable.

Trustees' Annual Report for the Year Ended 31 March 2020

2. STRUCTURE AND GOVERNANCE

East Renfrewshire Council Trust Funds are registered with the Office of the Scottish Charity Regulator (OSCR).

The trustee of all of the charities is the Chief Financial Officer of East Renfrewshire Council. For the Netherlee School 1937 Endowment, the Head, Depute Head and Principal Teachers also assume the role. The Director of Education, Head of Education Services and Chief Financial Officer are trustees for Endowment for Talented Children and Young People.

The Chief Financial Officer is the designated officer within East Renfrewshire Council with responsibility for the proper administration of the charitable trust's financial affairs. The Chief Financial Officer is responsible for keeping proper accounting records that are up to date and which ensure that financial statements comply with the Charities Accounts (Scotland) Regulations 2006.

3. MANAGEMENT OF FUNDS AND INVESTMENT POLICY

The trustees rely on the expertise of East Renfrewshire Council to manage the investments to ensure the maximum return at the least risk to each charity. In this way, the income stream for the future benefit of each charity is protected.

The funds of each charity are deposited with East Renfrewshire Council (see note 5).

4. OBJECTIVES AND ACTIVITIES

The objectives of each trust are as follows:

Charity Name	Purpose
Lieutenants Duff Memorial Institute	Provision of a building to house the Busby School District library and fund repairs to the building as required.
Newton Mearns Benevolent Association	Provision of comforts for the needy of the parish of Mearns.
Hugh & Janet Martin Memorial Fund	Charitable and Educational purposes for the residents of Barrhead
John Pattison Memorial Fund	Assisting the deserving poor in Barrhead
Janet Hamilton Memorial Fund	Assisting the sick of Barrhead requiring nursing or hospital treatment.
Netherlee School 1937 Endowment	Advance the education of the pupils and former pupils of the school by the provision of financial assistance and support.
Endowment for Talented Children & Young People	For the benefit of exceptionally talented children and young people in the fields of the arts, culture and sport having attended an East Renfrewshire School.

5. PERFORMANCE

Income comes from investment returns and any donations. Awards totalling £22,039 were made. During the year to 31 March 2020, awards were disbursed as follows:

<u>Charity Name</u>	<u>Awards Disbursed during the year to 31 March 2020</u>
Lieutenant Duff Memorial Institute	No applications received and no disbursement of funds.
Newton Mearns Benevolent Association	4 Applications received. Payments totalling £710 were made
Hugh & Janet Martin Memorial Fund	No applications received and no disbursement of funds.
John Pattison Memorial Fund	3 Applications received. Payments totalling £135 were made
Janet Hamilton Memorial Fund	8 Applications received. Payments totalling £1,194 were made
Netherlee School 1937 Endowment	1 Application received. Payments totalling £20,000 were made
Endowment for Talented Children & Young People	No applications received and no disbursement of funds.

6. FINANCIAL REVIEW

Overview

In the year to 31 March 2020, Trust funds received income and held cash and bank balances as follows:

<u>Charity Name</u>	<u>Income from Investments</u>	<u>Income from Donations</u>	<u>Cash and Bank Balances</u>
Lieutenant Duff Memorial Institute	£65	£0	£12,105
Newton Mearns Benevolent Association	£22	£0	£4,229
Hugh & Janet Martin Memorial Fund	£89	£0	£16,735
John Pattison Memorial Fund	£52	£0	£9,733
Janet Hamilton Memorial Fund	£287	£0	£53,831
Netherlee School 1937 Endowment	£163	£21,565	£16,933
Endowment for Talented Children & Young People	£3	£0	£574

Reserves Policy

Reserves are held by East Renfrewshire Council on behalf of each Trust and revenue income, generated from capital that has not been disbursed at 31 March each year, is invested in East Renfrewshire Council's Loans Fund.

7. DECLARATION

This report was signed on behalf of the Trustees on 26 November 2020 by:

Margaret McCrossan
Head of Accountancy
(Chief Financial Officer)
East Renfrewshire Council

Independent Auditor's Report

Statement of Receipts and Payments for the Year Ended 31 March 2020

The Statement of Receipts and Payments, as required by the Charities Accounts (Scotland) Regulations 2006, provides an analysis of the incoming and outgoing cash and bank transactions for the year.

If applicable, this Statement would also show any cash movements in relation to fixed assets. There are no such transactions for the current period.

Period ended 31 March 2020

	<u>Lieutenant Duff</u>	<u>Newton Mearns Benevolent</u>	<u>Hugh & Janet Martin</u>	<u>John Pattison</u>	<u>Janet Hamilton</u>	<u>Netherlee School</u>	<u>Talented Children/ Young People</u>
Note	Unrestricted	Unrestricted	Unrestricted	Unrestricted	Unrestricted	Unrestricted	Unrestricted
RECEIPTS							
Donations	0	0	0	0	0	21,565	0
Income from Investments	65	22	89	52	287	163	3
Total Receipts	65	22	89	52	287	21,728	3
PAYMENTS							
Charitable Activities- Grants	0	710	0	135	1,194	20,000	0
Total Payments	0	710	0	135	1,194	20,000	0
Surplus/(Deficit) for the Year	65	(688)	89	(83)	(907)	1,728	3

Period Ended 31 March 2019

	<u>Lieutenant Duff</u>	<u>Newton Mearns Benevolent</u>	<u>Hugh & Janet Martin</u>	<u>John Pattison</u>	<u>Janet Hamilton</u>	<u>Netherlee School</u>	<u>Talented Children/ Young People</u>
	Unrestricted	Unrestricted	Unrestricted	Unrestricted	Unrestricted	Unrestricted	Unrestricted
RECEIPTS							
Donations	0	0	0	0	200	10,000	0
Income from Investments	101	49	144	82	469	127	5
Total Receipts	101	49	144	82	669	10,127	5
PAYMENTS							
Charitable Activities- Grants	0	876	493	0	1,382	10,000	0
Total Payments	0	876	493	0	1,382	10,000	0
Surplus/(Deficit) for the Year	101	(827)	(349)	82	(713)	127	5

Statement of Balances as at 31 March 2020

The Statement of Balances, as required by the Charities Accounts (Scotland) Regulations 2006, reconciles the cash and bank balances at the start and end of the financial year, with any surpluses shown in the Statement of Receipts and Payments.

The Statement of Balances also shows the final closing balances at the end of the year.

	<u>Lieutenant Duff</u>	<u>Newton Mearns Benevolent</u>	<u>Hugh & Janet Martin</u>	<u>John Pattison</u>	<u>Janet Hamilton</u>	<u>Netherlee School</u>	<u>Talented Children/ Young People</u>
Note	Unrestricted Funds	Unrestricted Funds	Unrestricted Funds	Unrestricted Funds	Unrestricted Funds	Unrestricted Funds	Unrestricted Funds
Bank and Cash in Hand							
Opening Balance	12,040	4,917	16,646	9,816	54,738	15,205	571
Surplus/(Deficit for the year	65	(688)	89	(83)	(907)	1,728	3
Closing Balance	12,105	4,229	16,735	9,733	53,831	16,933	574
Investments							
Market Value at 31 March 2020	-	-	-	-	-	-	-
Total Assets	-	-	-	-	-	-	-

The unaudited accounts were issued on 8th June 2020. The audited accounts were authorised for issue on 26 November 2020.

Margaret McCrossan
Head of Accountancy (Chief Financial Officer)
East Renfrewshire Council

Notes to the Accounts

1. Basis of Accounting

The financial statements have been prepared in accordance with the Charities & Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. They are designed to give a true and fair view of the financial performance and position of each Trust for the financial year.

2. Taxation

East Renfrewshire Council Trusts are not liable to income or capital gains tax on its activities. Irrecoverable VAT is included in the expense to which it relates.

3. Trustee Remuneration, Expenses and Related Party Transactions

- a) No remuneration or expenses were paid to the trustees or any connected persons during the year 2019/20;
- b) The Trusts received interest totalling £681 from East Renfrewshire Council at 31 March 2020 and all transactions incoming and outgoing are made via the Council's bank accounts;
- c) The Council has not charged the charity any fees for legal, financial or administrative services provided during the year.

4. Grants

There were grants awarded totalling £22,039 during 2019/20.

5. Cash and Bank Balances

During the year the trust's balances were held by East Renfrewshire Council, which manages the administration of the funds on behalf of the Trustees. No costs were incurred by the trust for this administration. The Council also acts as the banker for the charity and, as detailed above, all transactions incoming and outgoing are made via the Council's accounts. The balances are repayable on demand. Interest is paid on balances.

6. Investments

No investments are held.

7. Audit Fee

The audit fee of £1,000 for the year was borne by East Renfrewshire Council.

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EAST RENFREWSHIRE COUNCILAUDIT AND SCRUTINY COMMITTEE26 November 2020Report by Head of Accountancy (Chief Financial Officer)2019/20 ANNUAL ACCOUNTS AND DRAFT ANNUAL AUDIT REPORT FOR EAST
RENFREWSHIRE COUNCIL**PURPOSE OF REPORT**

1. The Audit of the Council's Annual Accounts for 2019/20 has been completed and a copy of the Accounts is now submitted for consideration by the Audit and Scrutiny Committee. In addition, the draft Annual Audit Report to the Council and the Controller of Audit for 2019/20 has been prepared by the External Auditors making reference to the International Standard on Auditing (ISA) 260 report to those charged with governance.

RECOMMENDATION

2. The Committee is invited to: -
- Consider the draft 2019/20 Annual Audit Report to the Council and the Controller of Audit and related ISA 260 report;
 - Note and comment on the content of the Council's Annual Accounts for 2019/20; and
 - Remit the report to Council for consideration.

BACKGROUND

3. The external audit of the Council's Annual Accounts for 2019/20 has now been completed and the Council has been awarded an audit certificate which has no qualifications. A copy of the Accounts is attached as Appendix 1.

REPORT

4. The financial position of the Council continues to be satisfactory. In particular, the Accounts show that: -
- As the Council operated comfortably within budget it did not require to fully drawdown £4,312k from reserves as planned, with only £911k being called upon. This represents an improvement of £3,401k
 - The Council's Non-Earmarked General Fund reserve has therefore decreased by £911k resulting in a balance of £9,643k as at 31 March 2020 (3.8% of the annual budgeted net revenue expenditure). This is slightly below the Council's most prudent target level of 4%, but better than forecast when setting the budget for 2020/21,

however it is anticipated that the balance will reduce by a further £3,500k during the current year in line with 2020/21 budget plans.

- Capital Expenditure of £50,844k was invested.
- There has been an operating surplus of £598k on the Housing Revenue Account, this increasing the accumulated surplus balance to carry forward to £2,316k.

DRAFT ANNUAL AUDIT REPORT AND RELATED ISA 260 REPORT

5. A copy of the draft Annual Audit Report, which provides an overview of the main issues arising from the 2019/20 Audit of the Council, has been prepared along with the associated ISA 260 report to those charged with governance. The Committee is invited to consider the documents. The External Auditors will be attending the Audit and Scrutiny Committee meeting to speak to and discuss these. The finalised Annual Audit Report will be circulated to members in due course.

RECOMMENDATION

6. The Committee is invited to: -
- Consider the draft 2019/20 Annual Audit Report to the Council and the Controller of Audit and related ISA 260 report;
 - Note and comment on the content of the Council's Annual Accounts for 2019/20; and
 - Remit the report to Council for consideration.

REPORT AUTHOR

Head of Accountancy - Margaret McCrossan
Chief Accountant - Barbara Clark Tel 0141 577 3068
E-mail. Barbara.Clark@EastRenfrewshire.gov.uk
Report Date - 6 November 2020

BACKGROUND PAPERS

This report refers to the Council's Annual Accounts for 2019/20 and the External Auditor's Annual report to the Council and the Controller of Audit for 2019/20.

Audit and Scrutiny Committee

26 November 2020

East Renfrewshire Council Audit of 2019/20 annual accounts

Independent auditor's report

1. Our audit work on the 2019/20 annual accounts is now substantially complete. We anticipate being able to issue unqualified audit opinions in the independent auditor's report by 30 November 2020 (the proposed report is attached at [Appendix A](#)).
2. We have included an 'Emphasis of Matter' paragraph in the audit report. This draws attention to the reference in Notes 6 and 7 relating to the effects of uncertainties caused by Covid-19 on the valuation of land and buildings. The audit opinion is not modified in respect of this matter.

Annual audit report

3. Under International Standards on Auditing in the UK, we report specific matters arising from the audit of the financial statements to those charged with governance of a body in sufficient time to enable appropriate action. We present for the Audit and Scrutiny Committee's consideration our draft annual report on the 2019/20 audit. The section headed "Significant findings from the audit in accordance with ISA 260" sets out the issues identified in respect of the annual accounts.
4. The report also sets out conclusions from our consideration of the four audit dimensions that frame the wider scope of public audit as set out in the Code of Audit Practice.
5. This report will be issued in final form after the annual accounts have been certified.

Unadjusted misstatements

6. We also report to those charged with governance all unadjusted misstatements which we have identified during our audit, other than those of a trivial nature and request that these misstatements be corrected.
7. We have no unadjusted misstatements to be corrected.

Fraud, subsequent events and compliance with laws and regulations

8. In presenting this report to the Audit and Scrutiny Committee we seek confirmation from those charged with governance of any instances of any actual, suspected or alleged fraud; any subsequent events that have occurred since the date of the financial statements; or material non-compliance with laws and regulations affecting the entity that should be brought to our attention.

Representations from Section 95 Officer

9. As part of the completion of our audit, we are seeking written representations from the Section 95 Officer on aspects of the annual accounts, including the judgements and estimates made.
10. A draft letter of representation is attached at **Appendix B**. This should be signed and returned to us by the Section 95 Officer with the signed annual accounts prior to the independent auditor's report being certified.

APPENDIX A: Proposed Independent Auditor's Report

Independent auditor's report to the members of East 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 East Renfrewshire Council and its group for the year ended 31 March 2020 under Part VII of the Local Government (Scotland) Act 1973. The financial statements comprise the group and council-only Comprehensive Income and Expenditure Statements, Movement in Reserves Statements, Balance Sheets, and Cash-Flow Statements, the council-only Housing Revenue Account Income and Expenditure Statement, the Movement on the Housing Revenue Account Statement, Council Tax, National Non-domestic Rates, the Common Good Fund and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards (IFRSs) as adopted by the European Union, and as interpreted and adapted by the Code of Practice on Local Authority Accounting in the United Kingdom 2019/20 (the 2019/20 Code).

In my opinion the accompanying financial statements:

- give a true and fair view in accordance with applicable law and the 2019/20 Code of the state of affairs of the council and its group as at 31 March 2020 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 2019/20 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 by the Accounts Commission on 7 January 2019. The period of total uninterrupted appointment is 2 years. 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.

Emphasis of matter: Valuation of land and buildings

I draw attention to Note 6 in the financial statements, Critical Judgement in Applying Accounting Policies and Note 7 Assumptions made about the Future and other Major Sources of Estimation Uncertainty, which state that the valuation of land and buildings will be significantly impacted by Covid-19 and its anticipated effect is not reflected in the accounts.

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 Head of Accountancy (Chief Financial Officer) 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 report in a separate Annual Audit Report, available from the [Audit Scotland website](#), the most significant assessed risks of material misstatement that I identified and my conclusions thereon.

Responsibilities of the Head of Accountancy (Chief Financial Officer) and the Audit and Scrutiny Committee for the financial statements

As explained more fully in the Statement of Responsibilities, the Head of Accountancy (Chief Financial Officer) 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 Head of Accountancy (Chief Financial Officer) 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 Head of Accountancy (Chief Financial Officer) 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 and Scrutiny committee 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 Head of Accountancy (Chief Financial Officer) 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 nothing to report in respect of these 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
8 Nelson Mandela Place
Glasgow, G2 1BT

APPENDIX B: Letter of Representation (ISA 580)

John Cornett, Audit Director
Audit Scotland
4th Floor
8 Nelson Mandela Place
Glasgow
G2 1BT

Dear John

East Renfrewshire Council Annual Accounts 2019/20

1. This representation letter is provided about your audit of the annual accounts of East Renfrewshire Council for the year ended 31 March 2020 for the purpose of expressing an opinion as to whether the financial statements give a true and fair view in accordance with the financial reporting framework, and for expressing other opinions on the remuneration report, management commentary and annual governance statement.
2. I confirm to the best of my knowledge and belief and having made appropriate enquiries of the Chief Executive and Corporate Management Team, the following representations given to you in connection with your audit of East Renfrewshire Council's annual accounts for the year ended 31 March 2020.

General

3. East Renfrewshire Council and I have fulfilled our statutory responsibilities for the preparation of the 2019/20 annual accounts. All the accounting records, documentation and other matters which I am aware are relevant to the preparation of the annual accounts have been made available to you for the purposes of your audit. All transactions undertaken by East Renfrewshire Council have been recorded in the accounting records and are properly reflected in the financial statements.
4. I confirm that the effects of uncorrected misstatements are immaterial, individually and in aggregate, to the financial statements as a whole. I am not aware of any uncorrected misstatements other than those reported by you.

Financial Reporting Framework

5. The annual accounts have been prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2019/20 (2019/20 accounting code), and in accordance with the requirements of the Local Government (Scotland) Act 1973, the Local Government in Scotland Act 2003 and The Local Authority Accounts (Scotland) Regulations 2014.
6. In accordance with the 2014 regulations, I have ensured that the financial statements give a true and fair view of the financial position of East Renfrewshire Council and its Group at 31 March 2020 and the transactions for 2019/20.

Accounting Policies & Estimates

7. All significant accounting policies applied are as shown in the notes to the financial statements. The accounting policies are determined by the 2019/20 accounting code where applicable. Where the code does not specifically apply I have used judgement in developing and applying an accounting policy that results in information that is relevant and reliable. All accounting policies applied are appropriate to East Renfrewshire Council circumstances and have been consistently applied.
8. The significant assumptions used in making accounting estimates are reasonable and properly reflected in the financial statements. Judgements used in making estimates have been based on the latest available, reliable information. Estimates have been revised where there are changes in the circumstances on which the original estimate was based or as a result of new information or experience.

Going Concern Basis of Accounting

9. I have assessed East Renfrewshire Council's ability to continue to use the going concern basis of accounting and have concluded that it is appropriate. I am not aware of any material uncertainties that may cast significant doubt on East Renfrewshire Council's ability to continue as a going concern.

Assets

10. Where a rolling programme of asset valuations has been used, I have satisfied myself that the carrying amount of assets at 31 March 2020 does not differ materially from that which would be determined if a revaluation had been carried out at that date.
11. I carried out an assessment at 31 March 2020 as to whether there is any indication that an asset may be impaired and have recognised any impairment losses identified.
12. I have provided you with all information of which I am aware regarding any valuation exercises carried out after 31 March 2020.
13. There are no plans or intentions that are likely to affect the carrying value or classification of the assets recognised within the financial statements.
14. Owned assets are free from any lien, encumbrance or charge except as disclosed in the financial statements.

Liabilities

15. All liabilities at 31 March 2020 of which I am aware have been recognised in the annual accounts.
16. Provisions have been recognised in the financial statements for all liabilities of uncertain timing or amount at 31 March 2020 of which I am aware where the conditions specified in the 2019/20 accounting code have been met. The amount recognised as a provision is the best estimate of the expenditure likely to be required to settle the obligation at 31 March 2020. Where the effect of the time value of money is material, the amount of the provision has been discounted to the present value of the expected payments.

17. Provisions recognised in previous years have been reviewed and adjusted, where appropriate, to reflect the best estimate at 31 March 2020 or to reflect material changes in the assumptions underlying the calculations of the cash flows.
18. The accrual recognised in the financial statements for holiday untaken by 31 March 2020 has been estimated on a reasonable basis.
19. The pension assumptions made by the actuary in the IAS 19 report for East Renfrewshire Council have been considered and I confirm that they are consistent with management's own view.
20. There are no plans or intentions that are likely to affect the carrying value or classification of the liabilities recognised in the financial statements.

Contingent liabilities

21. There are no significant contingent liabilities, other than those disclosed in Note 40 to the financial statements, arising either under formal agreement or through formal undertakings requiring disclosure in the accounts. All known contingent liabilities have been fully and properly disclosed, including any outstanding legal claims which have not been provided under the Code of Practice on Local Authority Accounting in the United Kingdom 2019/20 and IAS 37
22. With specific reference to equal pay claims I can confirm that it is not possible to quantify the contingent liability.

Fraud

23. I have provided you with all information in relation to:
 - my assessment of the risk that the financial statements may be materially misstated because of fraud
 - any allegations of fraud or suspected fraud affecting the financial statements
 - fraud or suspected fraud that I am aware of involving management, employees who have a significant role in internal control, or others that could have a material effect on the financial statements.

Laws and Regulations

24. I have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing financial statements.

Related Party Transactions

25. All material transactions with related parties have been appropriately accounted for and disclosed in the financial statements in accordance with the 2019/20 accounting code. I have made available to you the identity of all the East Renfrewshire Council's related parties and all the related party relationships and transactions of which I am aware.

Remuneration Report

26. The Remuneration Report has been prepared in accordance with the Local Authority Accounts (Scotland) Amendment Regulations 2014, and all required information of which I am aware has been provided to you.

Management commentary

27. I confirm that the Management Commentary has been prepared in accordance with the statutory guidance and the information is consistent with the financial statements.

Corporate Governance

28. I confirm that the East Renfrewshire Council has undertaken a review of the system of internal control during 2019/20 to establish the extent to which it complies with proper practices set out in the Delivering Good Governance in Local Government: Framework 2016. I have disclosed to you all deficiencies in internal control identified from this review or of which I am otherwise aware.
29. I confirm that the Annual Governance Statement has been prepared in accordance with the Delivering Good Governance in Local Government: Framework 2016 and the information is consistent with the financial statements. There have been no changes in the corporate governance arrangements or issues identified, since 31 March 2020, which require to be reflected.

Group Accounts

30. I have identified all the other entities in which East Renfrewshire Council has a material interest and have classified and accounted for them in accordance with the 2019/20 accounting code. Any significant issues with the financial statements of group entities, including any qualified audit opinions, have been advised to you.

Events Subsequent to the Date of the Balance Sheet

31. All events subsequent to 31 March 2020 for which the 2019/20 accounting code requires adjustment or disclosure have been adjusted or disclosed.

This representation letter was presented to, and agreed at, the meeting of the East Renfrewshire Audit and Scrutiny Committee on 26 November 2020.

Yours sincerely

Section 95 Officer

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East Renfrewshire Council

2019/20 Annual Audit Report – DRAFT



 **AUDIT SCOTLAND**

Prepared for the Members of East Renfrewshire Council and the Controller of Audit
26 November 2020

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Key messages

2019/20 annual accounts

- 1 The financial statements of East Renfrewshire Council and its group give a true and fair view of the state of affairs of the Council at 31 March 2020 and have been properly prepared in accordance with the financial reporting framework.
- 2 The financial statements include an explanatory paragraph within Note 6 Critical Judgements in Applying Accounting Policies and Note 7 Assumptions made about the Future and other Major Sources of Estimation Uncertainty, describing the effect of significant uncertainties, caused by Covid-19, as declared in the property valuation reports. This is a significant management disclosure in the financial statements that impacts on the users' understanding of the accounts. We have included an Emphasis of Matter referring to these paragraphs in our independent auditor's report on the financial statements. Although the Emphasis of Matter paragraph constitutes a modification to our independent auditor's report our opinion on the financial statements is not qualified in respect of this matter.
- 3 The council delivered the unaudited annual accounts in accordance with the original audit timetable. Despite some delays during the audit process the annual accounts were signed off in line with the revised timetable permitted to reflect the impact of Covid-19.

Financial management

- 4 The Council has appropriate and effective financial management. For 2019/20 a budget underspend of £3.401 million was reported with all services performing within budget.
- 5 Systems of internal control operated effectively in 2019/20 with some scope for improvement noted.
- 6 The Council should review its systems of internal control to ensure that they continue to operate as intended with the impact of revised working arrangements as a result of Covid-19.

Financial sustainability

- 7 The Covid-19 global pandemic has had a significant impact on the short-term finances of the Council with a forecast budget deficit of £11.828 million identified for 2021/22. The impact on medium and long term planning is still to be evaluated.
- 8 In June 2020 the council decided to adopt a single year approach for the 2021/22 budget. The Council intends to revert to 3-year budget setting for the period 2022-25, when it is hoped that multi-year settlements will be available from Scottish Government.
- 9 The Council has a strong history of achieving savings targets however with the financial pressures arising from continued increases in demand for services and Covid-19 pressures, this will become increasingly difficult.

Governance and transparency

- 10** During 2019/20 there were appropriate and effective governance arrangements in place.
- 11** The Council reacted promptly and appropriately to the Covid-19 pandemic. The emergency governance arrangements that were implemented ensured that the Council continued to deliver services while also being reactive in dealing with new emerging demands.

Best Value

- 12** The Annual Strategic Performance Report for 2019/20 shows that the Council is performing well against many of the indicators in the Outcome Delivery Plan.
- 13** The Council has an appropriate and effective Best Value framework in place.

Introduction

1. This report summarises the findings arising from the 2019/20 audit of East Renfrewshire Council (the Council) and its group.

2. The scope of the audit was set out in our 2019/20 Annual Audit Plan presented to the 12 March 2020 meeting of the Audit and Scrutiny Committee. This report comprises the findings from

- an audit of the annual 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 2019/20 have been:

- an audit of the annual accounts of the Council and its group including the statement of accounts of the section 106 charities administered by the council and the issue of independent auditor's reports setting out our opinions
- a review of the Council's key financial systems
- consideration of the four audit dimensions

4. Subsequent to the publication of the Annual Audit Plan, in common with all public bodies, the Council has had to respond to the global coronavirus pandemic. This impacted on the final month of the year and will continue to have significant

impact into financial year 2020/21. This has had significant implications not least for the services it delivers, sickness absence levels, and the suspension of non-essential projects and activities, such as capital construction. Our planned audit work has had to adapt to new emerging risks as they relate to the audit of the financial statements and the wider dimensions of audit.

Adding value through the audit

5. We add value to the council through the audit by:

- having regular communication with senior officers during the period of remote working to enable our audit to proceed in line with the revised timetable
- identifying significant risks, and making clear and relevant recommendations
- sharing intelligence and good practice through our national reports ([Appendix 5](#)) and good practice guides
- providing conclusions on the appropriateness of corporate governance, performance management arrangements and financial sustainability

6. In doing the above 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

7. 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.

8. 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.

9. 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.

10. 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 and,
- Best Value arrangements.

11. Further details of the respective responsibilities of management and the auditor can be found in the [Code of Audit Practice 2016](#). and supplementary guidance.

12. This report raises matters from our audit. 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.

13. 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.

Auditor Independence

14. Auditors appointed by the Accounts Commission or Auditor General must comply with the Code of Audit Practice and relevant supporting guidance. When auditing the financial statements auditors must comply with professional standards issued by the Financial Reporting Council and those of the professional accountancy bodies. 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 and therefore the 2019/20 audit fee of £231,500 as set out in our Annual Audit Plan remains unchanged. We are not aware of any relationships that could compromise our objectivity and independence.

15. 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. We would like to thank the management and staff who have been involved in our work for their cooperation and assistance during the audit.

Part 1

Audit of 2019/20 annual accounts



Main judgements

The financial statements of East Renfrewshire Council and its group give a true and fair view of the state of affairs of the Council at 31 March 2020 and have been properly prepared in accordance with the financial reporting framework.

The financial statements include an explanatory paragraph within Note 6 Critical Judgements in Applying Accounting Policies and Note 7 Assumptions made about the Future and other Major Sources of Estimation Uncertainty, describing the effect of significant uncertainties, caused by Covid-19, as declared in the property valuation reports. This is a significant management disclosure in the financial statements that impacts on the users' understanding of the accounts. We have included an Emphasis of Matter referring to these paragraphs in our independent auditor's report on the financial statements. Although the Emphasis of Matter paragraph constitutes a modification to our independent auditor's report our opinion on the financial statements is not qualified in respect of this matter.

The Council delivered the unaudited annual accounts in accordance with the original audit timetable which enabled the annual accounts to be signed off in line with the revised timetable permitted to reflect the impact of Covid-19.

The annual accounts are the principal means of accounting for the stewardship of resources and performance.

Our audit opinions on the annual accounts are unmodified

16. The accounts for the Council and its group for the year ended 31 March 2020 were approved by the Audit and Scrutiny Committee on 26 November 2020. As reported in the independent auditor's report;

- the financial statements give a true and fair view and were properly prepared in accordance with the financial reporting framework
- the audited part of the remuneration report, management commentary and the annual governance statement were all consistent with the financial statements and properly prepared in accordance with the relevant regulations and guidance.

17. We have included an 'Emphasis of Matter' paragraph in our independent auditor's report which refers to the impact of Covid-19 on the valuations of land and buildings. Emphasis of Matter paragraphs are included in auditors' reports where the auditor considers it necessary to draw users' attention to matters which are fundamental to the understanding of the accounts. Notes 6 and 7 in the annual report and accounts describes the uncertainty. The audit opinion is not qualified in respect of this matter. Further information is contained in [Exhibit 3](#).

18. The working papers provided with the unaudited accounts were of a reasonable standard and finance staff provided good support to the audit team during the audit. This helped ensure that the audit of the annual accounts ran smoothly.

The annual accounts were signed off in line with the revised timescales permitted to reflect Covid-19

19. The Scottish Government has advised that it considers the provisions made in Schedule 6 of the Coronavirus (Scotland) Act 2020 to be sufficient to allow each local authority to determine its own revised timetable for the Annual Accounts

20. The Council delivered the unaudited annual accounts in accordance with the original audit timetable. The impact of Covid-19 and the limitations of carrying out an audit remotely had an impact on the time taken to complete the audit.

21. Although later than originally planned, the annual accounts were signed off in line with the revised timetable permitted to reflect the impact of Covid-19.

Our audit opinions on Section 106 charities were unmodified

22. 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 the seven registered charities where members of East Renfrewshire Council are sole trustees, irrespective of the size of the charity.

23. Out of the seven registered charitable trusts, two have not made any grant awards in the last six years and consideration should be given to making these dormant if there are no plans to rectify this. The Council has been unable to reduce the number of charitable trusts where it is the sole trustee either by combining trusts or by making them dormant. The progress has been limited by the specific terms and conditions permitted by some of the trusts' deeds.

24. Our audit opinions on the Section 106 charities are unmodified.

Objections

25. The Local Authority Accounts (Scotland) Regulations 2014 require a local authority to publish a public notice on its website that includes details of the period for inspecting and objecting to the accounts. This must remain on the website throughout the inspection period. The council complied with the regulations. There were no objections to the 2019/20 accounts.

Whole of Government Accounts

26. In accordance with the WGA guidance, the council submitted a consolidation pack for the whole of government accounts audit on 23 September 2020. The required assurance statement will be submitted to the National Audit Office (NAO) by the 4 December 2020 deadline.

Overall materiality is £3.87 million

27. The assessment of what is material is a matter of professional judgement. It involves considering both the amount and nature of any misstatement in the financial statements.

28. 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](#). On receipt of the unaudited annual accounts we reviewed our materiality judgements and concluded that no changes were required to our planned levels.

Exhibit 2

Materiality values

Materiality level	Amount
Overall materiality	£3.87 million
Performance materiality	£2.32 million
Reporting threshold	£38,000

Source: Audit Scotland Annual Audit Plan 2019/20

Appendix 2 identifies the main risks of material misstatement and our audit work to address these

29. [Appendix 2](#) provides our assessment of risks of material misstatement in the annual accounts and any wider audit dimension risks. These risks influence our overall audit strategy, the allocation of staff resources to the audit and indicate how the efforts of the team were directed. [Appendix 2](#) summarises the work we undertook to address these risks and our conclusions from this work.

30. We have no issues to report from our work on the risks of material misstatements highlighted in our 2019/20 Annual Audit Plan.

Significant findings from the audit in accordance with ISA260

31. 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.

32. 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 at [Appendix 1](#) has been included.

Exhibit 3

Significant findings from the audit of the financial statements

Issue	Resolution
<p>1. Impact of Covid-19 on valuations of land and buildings</p> <p>The Council's land and properties are part of a rolling 5-year valuation programme.</p> <p>The valuer noted in the final valuation report that '(year-end) valuations do not reflect the consequences of the prevailing Covid-19 pandemic and its influence on the property market and wider economy which are anticipated to be significant.'</p> <p>Therefore, a higher degree of uncertainty should be attached to the valuations than would normally be the case. This reflects Royal Institute of Chartered Surveyors (RICS) guidance which is the basis of the work undertaken by the valuer.</p>	<p>The accounts have been amended to include more information setting out the impact of Covid-19 on land and buildings valuations.</p> <p>We have included an Emphasis of Matter paragraph in the independent auditor's report because the disclosure is fundamental to users' understanding of the accounts.</p> <p>The audit opinion is not modified in respect of this matter.</p> <p>We have sought assurances on management's assessment of the fair value of land and property in the ISA 580 representation letter.</p>

Issue	Resolution
<p>Detail on the uncertainty was provided in note 6 and note 15, however, the unaudited accounts did not provide sufficient information about this in Note 7 Assumptions about the Future and other Major Sources of Uncertainty.</p>	 <p>Recommendation 1 (refer appendix 1, action plan)</p>
<p>2. McCloud Pension adjustment</p> <p>We reported in our 2018/19 Annual Audit Report that the financial statements included an adjustment to the value of the Council's pension liability to reflect an age discrimination legal ruling (commonly referred to as the McCloud Ruling) resulting from the transitional arrangement within firefighters' and judges' pension schemes. This adjustment increased the actuarial present value of pension liabilities by £6.677 million.</p> <p>In July 2020 the Government announced the proposed remedy in the McCloud Case which used different parameters to the presumed remedy that had been used to calculate the £6.677million in 2018/19. In light of this, the scheme's actuary, Hymans Robertson, provided a revised IAS19 actuarial valuation which highlighted an approximate overstatement in the previous assessment for the Council of £3.841 million.</p>	<p>The £3.841 million adjustment was appropriately accounted for in the 2019/20 past service cost line, resulting in a decrease in the Council's net pension liability by the same amount.</p> <p>As this adjustment is fully mitigated by a statutory adjustment, it has no impact on the reported general fund reserve balance.</p> <p>We reviewed the adjustments and were satisfied that the updated net pension liability reflected in the audited financial statements was properly stated.</p> <p>There is no further action required by the Council.</p>
<p>3. Clyde Valley Waste Treatment arrangement</p> <p>In 2016 the Council, with four other local authorities, entered into a 25-year agreement with a private sector partner, Viridor, to divert non-recyclable domestic waste from landfill to be converted into low carbon energy at Viridor's energy recovery facility at Dunbar.</p> <p>The contract started in January 2020 and the Council accounted for its share of the running costs in the 2019/20 unaudited accounts, however its share of the assets and liabilities associated with the facility were incorrectly excluded.</p>	<p>To correct for this an audit adjustment to account for the Council's share as a finance lease was made to the accounts. This adjustment increased the value of Property, Plant and Equipment in the Balance Sheet by £2.972 million with a corresponding adjustment to Finance Lease lines by the same amounts. The net impact on the total Net Assets balance is therefore nil.</p> <p>Management confirmed that there are on-going discussions with partners and financial advisors over the financial model to be applied, and that it is possible that their assessment may change in future periods. We are satisfied that the accounting treatment applied in 2019/20 is a materially accurate estimate</p>  <p>Recommendation 2 (refer appendix 1, action plan)</p>

Source: Audit Scotland

Identified misstatements were adjusted in the accounts and we did not need to revise our audit approach

33. Only the misstatement noted above in relation to the treatment of the Clyde Valley Waste Treatment arrangement exceeded our performance materiality level of £2.32 million. However, we have concluded that the misstatement arose from an

isolated issue and does not indicate further systemic error. We therefore concluded that no further audit work was required.

34. It is our responsibility to request that all misstatements, other than those below the reporting threshold, are corrected although the final decision on making the correction 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. There are no unadjusted errors.

Progress has been made on prior year recommendations

35. We have followed up the actions which were reported in our 2018/19 Annual Audit Report. Overall, the Council has made reasonable progress in implementing our prior year audit recommendations. For actions not yet implemented, revised responses and timescales have been agreed with management, and are set out in [Appendix 1](#).

Part 2

Financial management



Main judgements

The Council has appropriate and effective financial management. For 2019/20 a budget underspend of £3.401 million was reported with all services performing within budget.

Systems of internal control operated effectively in 2019/20 with some scope for improvement noted.

The Council should review its systems of internal control to ensure that they continue to operate as intended with the impact of revised working arrangements as a result of Covid-19.

Financial management is about financial capacity, sound budgetary processes and whether the control environment and internal controls are operating effectively

Budget process was appropriate

36. We have reported in previous years' reports on the accuracy and timing of reporting to members of significant budget underspends. The Council reviewed its budget setting process in 2017/18. Since this review, budget underspends have reduced from 4% of budget in 2017/18, and 2% in 2018/19 to 1.3% in 2019/20.

37. The projected outturn for 2019/20 was reported to members in March 2020 forecasting an underspend of £1.618 million. The actual outturn is £3.401 million represents a 110% movement on the previous forecast outturn. It should be noted that due to the impact of Covid-19, the later April outturn report was not reported to members.

38. We acknowledge that the council continues to make progress in the level of underspend and that the budget reports provided to members are sufficiently detailed. The council should continue to ensure that reports to members are accurate and timely.

The 2019/20 budget included planned savings and contributions from reserves to address the funding gap

39. The Council approved its 2019/20 budget in February 2019. The budget was set at £242.90 million net expenditure with a funding gap of £13.453 million. Plans to address this gap included a council tax increase of 3%, identified savings of £9.118 million and a transfer of £4.312 million from reserves.

The Council operated within budget in 2019/20

40. The final outturn for 2019/20 reported to members in June 2020 confirmed that all service departments operated within their agreed budget for the year. As noted above, the approved budget included a planned draw-down from reserves of £4.312 million, however the final outturn reported that only £0.911 million of

reserves required to be utilised. This therefore represents a total budget underspend of £3.401 million for 2019/20.

41. As with previous years, the reasons for the budget underspend remain largely similar. The Council had again directed departments to implement identified savings as soon as possible in order to allow for an increase in reserves to mitigate the future savings requirements resulting from anticipated funding pressures.

42. A key saving in 2019/20 and beyond is due to the re-profiling of debt repayments from the general fund and the HRA. This was carried out to bring the life of the repayment of debt in line with the benefits of the capital spend (e.g. the useful lives as per the asset register). The impact of this is that debt will be repaid over a longer time, giving savings presently, but higher future costs.

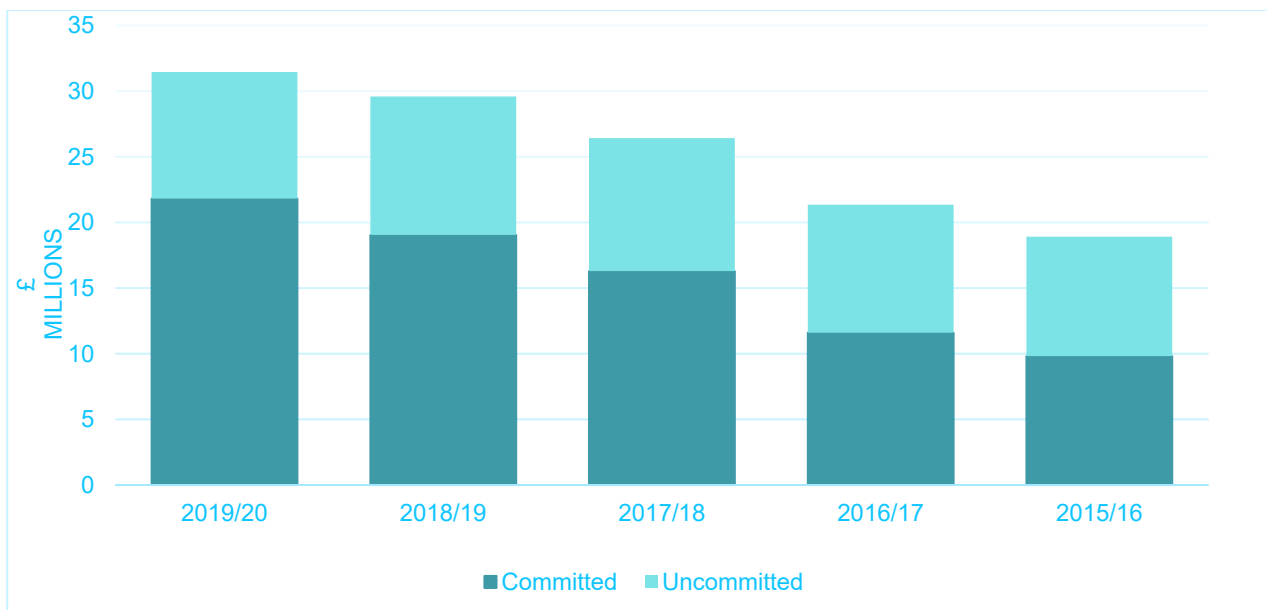
The level of General Fund reserves has increased slightly

43. One of the key measures of the financial health of a body is the level of reserves it holds. The level of usable reserves held by the Council increased from £43.687 million in 2018/19 to £44.222 million in 2019/20. In line with previous years, the level of general fund reserves also increased from £29.603 million to £31.461 million.

44. As noted in paragraph 39, as part of the 2019/20 budget setting the Council had planned to use the uncommitted General Fund reserve. As a result of the underspend noted in paragraph 37, the actual reduction in the uncommitted reserve was only £0.911 million, resulting in a year-end balance of £9.643 million as at 31 March 2020. This represents 3.8% of the annual budgeted net revenue expenditure and is slightly below the council's target level of 4%.

45. [Exhibit 4](#) provides an analysis of the general fund over the last five years showing the split between committed and uncommitted reserves.

Exhibit 4 Analysis of general fund balance



Source: East Renfrewshire Council annual report and accounts

46. Although the uncommitted general fund decreased during 2019/20, the above shows that the Council has continued to increase the level of committed or ring-

fenced general funds. The largest increase in year is in unspent grants. This is as a result of the review undertaken on developers' contributions received by the Council, and also education grants in relation to Early Years. Further detail is provided in the [Exhibit 5](#) below:

Exhibit 5 Movement on Committed Reserves

Fund	Description	Net Movement in year	Balance at 31 March 2020
Equalisation Fund	To mitigate any future revenue impact of PPP/PFI contracts	0.036 million	2.835 million
Modernisation Fund	To facilitate the Council's transformation programme	(0.610 million)	7.050 million
Unspent Grants	Grants received which the Council has not spent due to timing	3.243 million	5.246 million
Whitelee Wind Farm	Contributions and projects at Whitelee Windfarm	0.055 million	0.747 million
Commuted Sums	Amounts received from developers' contributions under planning act	(0.333 million)	2.160 million
Devolved School Management	Allows Head teachers to carry forward a set % of school budget	0.378 million	3.580 million
Feasibility Fund	To allow for early preparation and investigations for capital projects	-	0.200 million
Total		£2.769 million	£21.818 million

Source: East Renfrewshire Council 2019/20 Financial Statements

Housing revenue account operated within budget

47. The council is required by legislation to maintain a separate Housing Revenue Account (HRA) and to ensure that rents are set at a level which will at least cover the costs of its social housing provision. The council rent increase approved by members on 1 March 2018, was 3.9% for 2019/20.

48. Income and expenditure reported in the HRA was in line with budget with a small underspend on £0.598 million being recorded. This has increased the HRA reserve to £2.316 million.

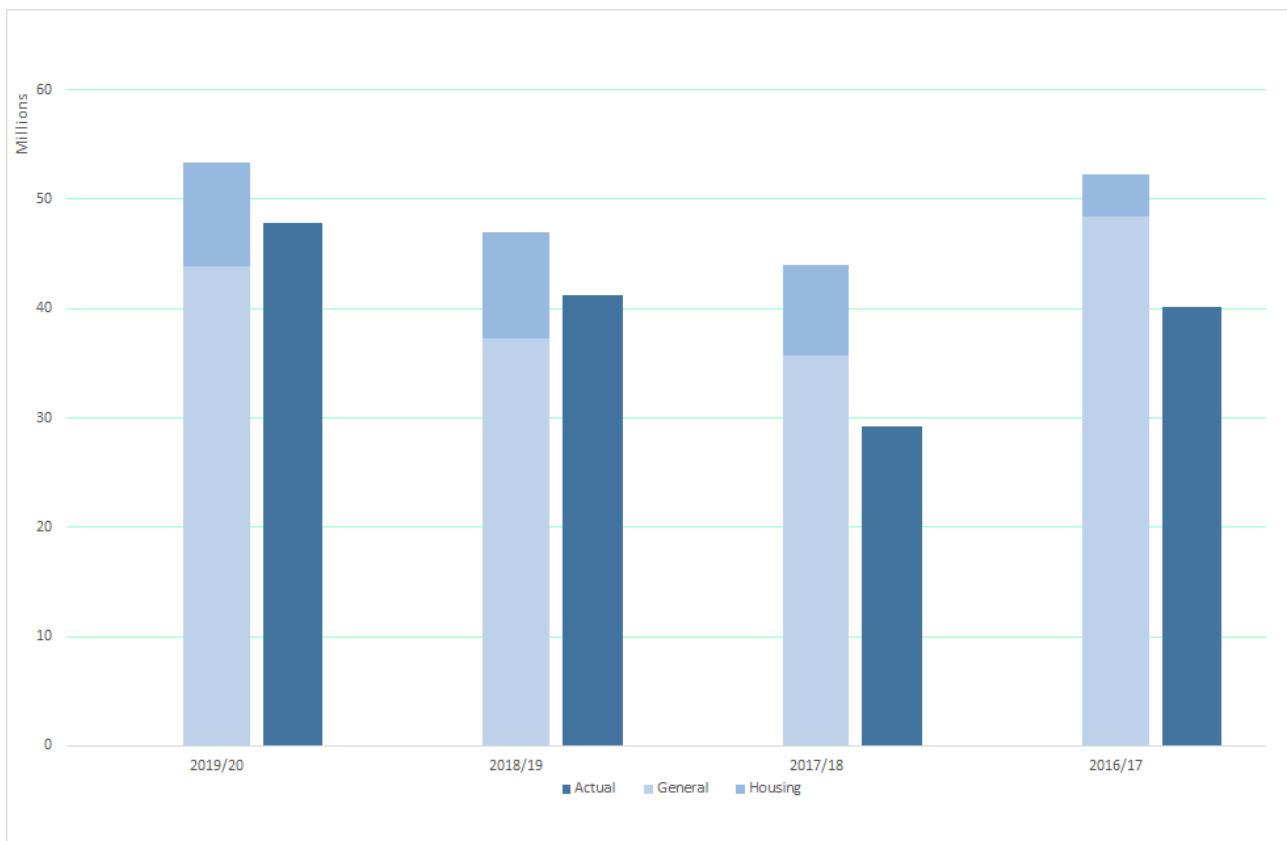
Capital programme 2019/20

49. As part of the budget setting meeting in February 2019, the Council approved capital expenditure of £58.986 million for 2019/20. This comprised, the General Fund capital programme 2019/20 - 2026/27 of £48.017 million and £10.969 million housing capital programme 2019/20 – 2023/24.

50. The final 2019/20 capital monitoring report to Cabinet on 12 March 2020 reported a total capital programme of £53.318 million (£43.822 million for general fund and £9.496 million for housing). This represents a reduction of £6.488 million or 11% of the original budget. This compares favourably to the £21.788 million (33%) reduction in 2018/19.

51. Total capital expenditure in 2019/20 was £50.844 million of which £41.359 million related to general services and £9.485 million to the HRA. This figure includes the addition of the Clyde Valley Residual Waste lease. The actual capital spend was £6.488 million (11%) below the re-scheduled budget. It should be noted that the timing of the last report and reschedule of the programme was undertaken before lock-down when work on all sites ceased. The Council has a history of slippage/under-spending in its capital programme as reported in the past and this is illustrated in [Exhibit 6](#).

Exhibit 6 Capital slippage



Source: East Renfrewshire Council

Impact of Covid-19 on the capital programme will be significant

52. The impact of Covid-19 will have significant effect on the capital programme from 2020/21 onwards. The capital monitoring report presented to members in June 2020 shows the rescheduling of projects with some deferred into 2021/22 and notes the additional costs associated with restarting work that has been stopped for some time and the impact of having to observe social distancing on sites.

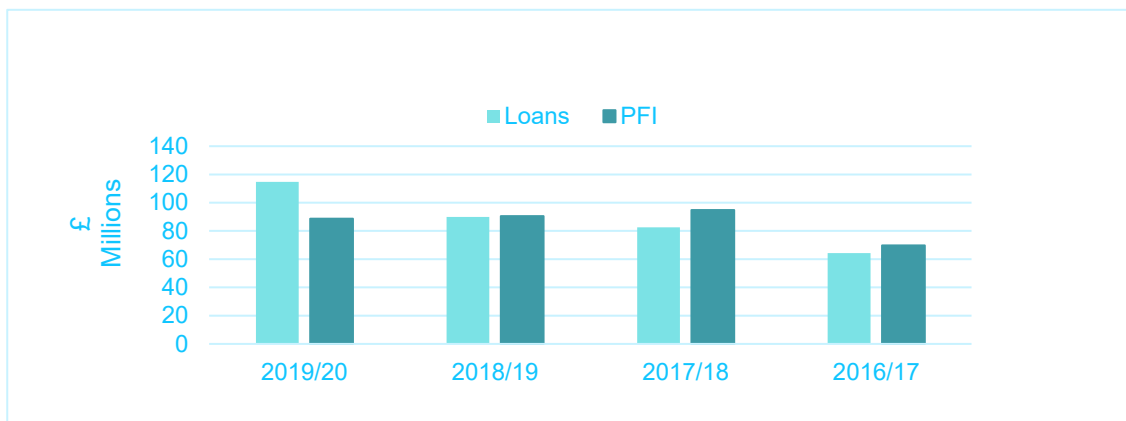
53. The Council are currently preparing a mid-year review of the existing capital programme to provide a clearer picture of what can be delivered in 2020/21. This update will be presented to members in late November 2020.

Borrowing levels have increased

54. At 31 March 2020, total borrowings from loans and PFI obligations stood at £203.488 million, an increase of £23.057 million on the 2018/19 level of £180.431 million. This movement reflects new borrowing in 2019/20 from the Public Works Loan Board (PWLB) of £27million, the new Clyde Valley Residual Waste agreement and PPP/PFI payments. This increase in borrowing was as noted in the approved Capital Plan for 2020-2027.

55. As shown in [Exhibit 7](#), of the total debt outstanding of £203.488 million, PFI and PFI and finance lease contracts account for £88.701 million (43%). The future revenue commitment to the Council over the term of the PFI and PPP contracts is £181.61 million (2018/19: £191 million) and represents a significant future pressure on revenue budgets.

Exhibit 7 Overall indebtedness over four-year period



Source: East Renfrewshire Council annual report and accounts 2019/20

56. The Management Commentary discloses gross external debt of £202.693 million, which includes the Council's long-term liabilities. This reconciles to the figures recorded above due to the exclusion of the effective interest rate on LOBO loans from the Management Commentary figure. Gross external debt was within the authorised limit and operational boundary set by the treasury management strategy presented to the Audit and Scrutiny Committee in February 2020.

Financial systems of internal control operated effectively

57. As part of our audit we identify and assess 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 body has systems of recording and processing transactions which provide a sound basis for the preparation of the financial statements.

58. Our findings were included in our management letter that was presented to the Audit and Scrutiny Committee in September 2020. Due to the current Covid-19 situation and staff working at home, we reported that we were unable to complete our full controls testing on the payroll system. However, we were able to conclude that the other key system controls were operating effectively.

59. Testing was completed on the payroll system as part of our financial statements audit. While no errors were detected with our testing, we did note a weakness in relation to the process of awarding responsibility allowances to education staff. For

council staff, a standard form is required to be completed and approved by line managers, however such a form is not required to be completed for education staff.



Recommendation 3

The Council should consider the implementation a council-wide process for the award of responsibility allowance.

60. The new HR and payroll modules were initially planned to go live in 2019/20 but were delayed with implementation now planned for late 2020/21. Additionally, a new system for Council Tax and Housing Benefit is planned by the end of 2020/21. We will carry out a full review of the controls in place in the new systems as part of our 2020/21 audit.

61. As a result of Covid-19 many staff have been working from home for all of 2020/21. This change in working arrangements will impact on how the internal controls operate. The framework of controls for the new systems planned for 2020/21 will also need to be assessed to ensure that they are appropriate and sufficient.



Recommendation 4

The Council should review its systems of internal control to ensure that they continue to operate as intended with the impact of revised working arrangements as a result of Covid-19.

Standards of conduct and arrangements for the prevention and detection of fraud and error were appropriate

62. The council is responsible for establishing arrangements for the prevention and detection of fraud, error and irregularities. Furthermore, it is responsible for ensuring that its affairs are managed in accordance with proper standards of conduct by putting effective arrangements in place.

63. Instances of fraud and corruption can be particularly prevalent in the procurement function. As reported in the Annual Audit Plan, we used the work of Internal Audit in this area. Their report, Procurement Red Flags provides coverage of many aspects of Audit Scotland's *Red Flags in Procurement*. Further audit work will be undertaken by external audit by 2021/22 to ensure full coverage of the controls identified within this report.

64. We have reviewed the arrangements in place to maintain standards of conduct including for example the Staff Handbook and Civil Service and Members' Codes of Conduct. There are established procedures for preventing and detecting any breaches of these standards including any instances of corruption.

65. Appropriate arrangements are in place for the prevention and detection of fraud, error and irregularities. We are not aware of any specific issues that we need to bring to your attention.

National Fraud Initiative

66. The National Fraud Initiative (NFI) is a counter-fraud exercise across the UK public sector which aims to prevent and detect fraud. Audit Scotland coordinate NFI in Scotland. Computerised techniques are used 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.

NFI activity



3,457
Matches



654
**Recommended for
investigation**



1,417
**Completed/closed
investigations**

Source: East Renfrewshire Council; Internal Audit

67. We conclude that the council is pro-active in investigating matches and reporting the outcomes of NFI activity. The latest report to members was presented to the Audit and Scrutiny Committee in September 2020.

Part 3

Financial sustainability



Main judgements

The Covid-19 global pandemic has had a significant impact on the short-term finances of the body with a budget deficit of £11.828 million identified for 2021/22. The impact on medium/long term planning is still to be evaluated.

In June 2020 the Council decided to adopt a single year approach for the 2021/22 budget. The intention is that they will revert to 3-year budget setting for 2022-25, when it is hoped that multi-year settlements will be available from Scottish Government.

The Council has a strong history of achieving savings targets however with the continuing increase in demands and Covid-19 pressures, this will become increasingly difficult.

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

The financial impact of the Covid-19 pandemic will be significant

68. The Council approved its 2020/21 budget in February 2020, prior to the impact of the Covid-19 pandemic. Net expenditure was forecast to be £251,822 million. The budget identified a gap of £18.059 and this was to be funded by a 4.84% council tax increase, approved savings of £10.559m, and use of reserves of £3.5 million. This left a small gap of £1.278 million.

69. Following the agreement of the budget, additional funding of £1.875 million was received from the Scottish Government and the proposal to meet the £1.278 million with this funding was approved by members in June 2020. The remaining £0.597m will be considered as part of the response to funding of the Covid-19 related budget gap.

70. The initial report to members in June 2020, recorded an expected additional pressure on the 2020/21 budget of between £13.9 and £17.5 million, which is due to loss of income from council tax and from ERCLT venue closures, increased use of services and increased expenditure on Covid-19 response and recovery actions. The Council anticipated additional funding of £4.4 million from the Scottish Government based on national funding announcements to date.

71. Therefore, a potential Covid related shortfall in the Council's 2020/21 budget of £9.5m to £13.1m remains. The 2020/21 outturn position in June 2020, after accounting for the additional grant and with some underspend variances on routine expenditure, was a forecast year-end overspend of £8.55m, with £8.4m relating to General Fund services and £0.150m relating to the HRA.

72. The latest budget position reported to members showed an expected overspend for the year of £2.238 million which represents an improvement of £6.312 million. This is due to increases in anticipated grant funding, including

assumptions for support for income losses from sales, fees and charges, together with expenditure controls across all departments.

Medium and long term financial plans are in place but will have to be updated

73. It is important that long-term financial strategies (typically covering five to ten years) are in place, linking spending to the Council's strategies, and which reflect the impact of future pressures on the Council. The Accounts Commission recommends that Councils should plan for a range of scenarios, so they are prepared for different future levels of funding and income.

74. The Council operates a 3-year budget cycle, with 2020/21 being the final year in the current cycle. Due to the impact of Covid-19, the Council decided in June 2020 that they would adopt a single year approach for the 2021/22 budget. The intention is that they will revert to 3-year budget setting for 2022-25, when it is hoped that multi-year settlements will be available from Scottish Government.

75. However, a long-term approach to financial planning remains with departments still required to consider and manage their own financial position in support of delivery of the 3-year Outcome Delivery Plan (ODP) for the three years 2020/21 to 2022/23.

76. As part of the annual budget setting meeting, the Council present their long-term financial plan, covering the period 2020/21 to 2025/26. This provides detail on the range of funding scenarios which the Council is planning for, and also provides a commentary on the economic and demographic trends and factors that the Council expects over the period. This long-term plan has yet to be updated to reflect the future financial impact of the Covid-19 pandemic.

77. The Capital Plan for the ten-year period 2020-2030 was approved by the Council on 27 February 2020.

78. An updated ODP was presented to members in late October 2020. The ODP provides indicative departmental spending figures for 2021/22 and 2022/23 but does not reflect future funding levels.

79. The financial consequences of Covid-19 will continue to present significant challenges to the council into 2021/22 and beyond. The existing long-term financial plans should be updated once there is greater clarity on the financial impacts of Covid-19 and the extent of fiscal flexibilities permitted by the Scottish Government.



Recommendation 5

The Council should update its long-term financial plan when further clarity on the impact of Covid-19 is available.

80. The budget update report presented to members in October 2020 notes a funding gap of £11.828 million but does not include any future unfunded Covid-19 pressures. The Council plans to bridge these gaps mostly by savings and from available fiscal flexibilities which are currently under discussion with the Scottish Government. Currently service directors have been asked to identify savings of up to £11.828 million.

Efficiency savings identified for 2020/21 are expected to be delivered

81. The Council's Modern Ambitious Programme (MAP) is a mixture of development projects and reviews of existing services. The Council's focus over the preceding year has been the replacement of core systems to modernise and

streamline processes. The new financial ledger was successfully implemented during 2019/20 allowing finance staff to prepare the unaudited accounts in line with the original timetable. The HR and payroll modules were initially planned to go live in 2019/20 but were delayed with implementation now planned for late 2020/21. Additionally, a new system for Council Tax and Housing Benefit is planned by the end of 2020/21.

82. Almost £4.4 million (59%) of the Council's current savings proposals for 2020/21 relate to efficiencies or to the Modern Ambitious Programme (MAP) and the focus on the Council's 5 capabilities.

83. Work is ongoing to re-schedule projects given the impact of Covid-19 on available resources. Service redesign work has now resumed. A full update on the rescheduling and impact is due to be reported to the Corporate Management Team (CMT) by December. We note that in the past there has been an annual report presented to members on the MAP programme. This provided an overview of the projects and some financial detail. The last update was presented to members in April 2019. Due to the impact of Covid-19 there has been no further reporting, however an update on the Core Systems Programme (a key part of MAP) will be presented to Cabinet in December 2020.

84. The long term budget plans recorded a reduction in the number of council posts by around 290. Due to the impact of new working arrangements and also new requirements placed on local authorities in relation to vulnerable residents, the Council will need to reassess the workforce plan.

85. The Council expects the savings identified for 2020/21 to be delivered. We have reported in the past, that the council has a strong history of delivering savings. However, this will be very challenging in view of the extent of budget savings implemented in recent years and the continued increased pressures.

Part 4

Governance and transparency



Main Judgements

During 2019/20 there were appropriate and effective governance arrangements in place.

The Council reacted promptly and appropriately to the Covid-19 pandemic. The emergency governance arrangements that were implemented ensured that the Council continued to deliver services while also being reactive in dealing with new emerging demands.

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

Governance and transparency arrangements were appropriate

86. The Council's arrangements for governance formed part of our Best Value audit of the Council. We concluded that the Council had sound governance arrangements in place with scope to improve member scrutiny. For 2019/20 we considered the following:

- council and committee structure and conduct, including member scrutiny
- overall arrangements and standards of conduct including those for the prevention and detection of fraud, error, bribery and corruption, including the response to the National Fraud Initiative
- openness of council and committees
- reporting of performance and whether this is fair, balanced and understandable.

87. We are able to conclude that governance and transparency arrangements remain appropriate and we note below the specific response the Council took in response to the Covid-19 pandemic.

The Covid-19 pandemic had a significant impact on governance arrangements from March 2020

88. An emergency meeting of the Full Council took place on 23 March 2020 to approve the following temporary emergency decision making and governance arrangements:

- an Emergencies Committee was established, the membership of which comprises the Leader and Depute Leader of the Administration and the Leader of the main Opposition Group
- all delegations to committees, with the exception of the Emergencies Committee, were suspended on a temporary basis

- delegated authority was granted to the Chief Executive, all directors and heads of service, and the Chief Officer – Legal and Procurement to take operational decisions within their respective areas of operation that would normally require Council/committee approval
- referral to the Emergencies Committee where the proposed decision would be contrary to existing Council policy, or would be seeking an amendment to an existing policy, or for any other reason that would require political approval
- the temporary extension of the delegated authority to be kept under review in order that it may be revoked at the appropriate time.

89. In a Council meeting in May 2020 it was agreed that:

- the suspension of delegations to committees be lifted
- temporary extension of delegated powers to officers be withdrawn on 30 June 2020
- committee meetings would be reconvened with the normal calendar of meetings reintroduced following the summer recess. All meetings continue to be held virtually with recordings available on the council's website.

90. During this period elected Members have been provided with daily briefings to keep them up to date with ongoing activities. On a weekly basis statistical information on a range of data indicators has also been provided.

91. The Corporate Management Team (CMT) is responsible for the strategic response whilst the Council's Corporate Resilience Management Team (CRMT) discusses and proposes the tactical arrangements. A number of subgroups of the CRMT have been established, each focussing on a specific area of response activity, for example, critical services, humanitarian assistance/shielding and staff volunteering.

92. The Council's emergency structures are part of a wider regional and national network with multi-agency engagement through the Greater Glasgow Local Resilience Partnership (LRP), which is currently operating primarily across Health Board boundaries, and includes the six constituent councils (East Renfrewshire, East Dunbartonshire, Glasgow City, Inverclyde, Renfrewshire and West Dunbartonshire) plus Argyll and Bute Council and appropriate multi-agency partners.

93. The Council reacted promptly and appropriately to the pandemic. The emergency governance arrangements that were implemented ensured that the Council continued to be able to deliver services while also adapting to new and emerging priorities and demands.

Openness and transparency

94. There continues to be an increasing focus on demonstrating the best use of public money. Openness and transparency in how a body operates and makes decisions is key to supporting understanding and scrutiny. Transparency means that the public has access to understandable, relevant and timely information about how the body is taking decisions and using resources.

95. As noted above, during the period of disruption to normal Council business since March 2020, transparency and availability of Council business and decision making was made possible by a prompt introduction of virtual meetings.

Part 5

Best Value



Main judgements

The Annual Strategic Performance Report for 2019/20 shows that the Council is performing well against many of the indicators in the Outcome Delivery Plan.

The Council has an appropriate and effective Best Value framework in place.

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

Best Value

96. Best value is assessed over the 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 period. The BVAR report for the council was published in November 2017. Following the publication of the report, the council prepared an action plan to address the recommendations made within the report.

97. Follow up audit work was undertaken in 2018/19 and actions were agreed which are due to be completed by the end of 2020. The latest update on progress against the recommendations was reported to Cabinet in April 2020.

98. Best Value work planned for 2019/20 was included in our Annual Audit Plan presented to members in March 2020. However, due to the impact of Covid-19 and the challenges of remote working both from our perspective and the Councils, this work has been postponed and will be included in our Annual Audit Plan for 2020/21.

Performance management arrangements provide a sound base for improvement

99. The Council's arrangements for measuring and reporting its performance are well established. The Council website contains a range of performance reports, including service department annual performance report.

100. The Outcome Delivery Plan (ODP) is a rolling three year plan which is revised annually. The ODP demonstrates how the Council's services will contribute towards delivery of the outcomes in the Community Plan and Fairer East Ren.

101. The Annual Strategic Performance report presents performance against the indicators and targets in the ODP 2019-2022 and demonstrates the Council's contribution to the partnership outcomes in the Community Plan. This was reported to Council in June 2020. An annual report on the Community Plan and Fairer East Ren are being prepared for online approval by the Performance Accountability Review and presented to the Community Planning Partnership Board.

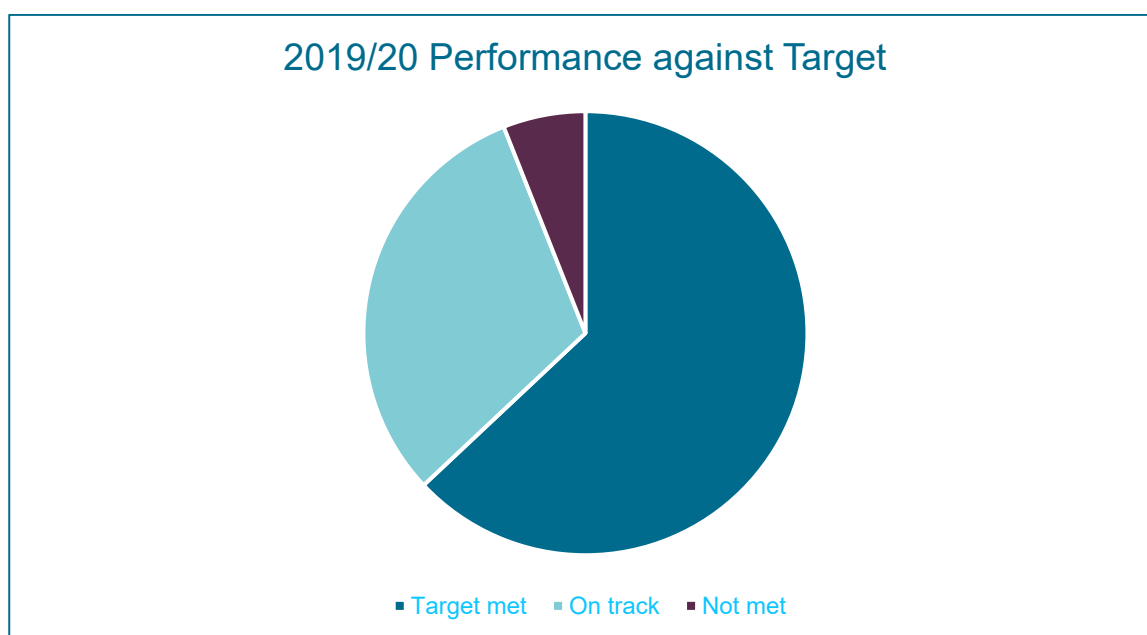
102. The Annual Strategic Performance Report for 2019/20 shows that the Council is performing well against most of the indicators in the Outcome Delivery Plan with 63% met, 31% on target and only 6% not met as shown in [Exhibit 8](#). It

was noted that Covid-19 did not impact the ability of the Council to collect the data required to measure performance in most cases, however it is anticipated that there may be delays or issues with the availability of data for 2020/21.

103. Due to Covid-19 the Council's focus will move to recovery activities and priorities and as a result the targets for indicators in the ODP will not be included in the plan for the coming year 2020-21 and will be revisited for the following year when baselines are reset.

Exhibit 8

Performance against key targets



Source: East Renfrewshire Council Strategic Performance Report 2019/20

104. The council participates in the [Local Government Benchmarking Framework](#) (LGBF). The most recent report by the Improvement Service was submitted to the Cabinet in March 2020. The council report shows indicators are grouped under the Council's strategic outcomes and graphs showing trends against the Scottish and family group averages are included. The reports highlight what is planned to improve performance and, for each group of indicators, describe the Council's strategic policy intention.

105. Strong performance has been reported in a number of areas, in particular, Children's Services where the Council has maintained its position as the top performing council in Scotland for the educational attainment of children, and in Environmental services they were ranked as the best performing council on percentage of household waste recycled and the percentage of A class roads requiring maintenance.

106. Areas where performance could be improved are in relation to Adult Social Care and the proportion of people receiving care who felt that they had a say in how their support was provided and sickness absence levels for both teachers and local government employees. The report to Cabinet in March 2020 included context for each of the indicators to explain performance and the planned actions to address areas where improvements could be made.

Statutory performance indicators (SPIs) are being met

107. 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.

108. The Accounts Commission issued a revised 2018 Statutory Performance Information Direction in December 2018 which requires a council to report:

- its performance in improving local public services provided by the council (on its own and with its partners and communities), and progress against agreed desired outcomes
- its own assessment and independent audit assessments of how it is performing against its duty of Best Value, and how it plans to improve these assessments and how it (with its partners where appropriate) has engaged with and responded to its diverse communities.

109. Reports on the Council's performance, as well as the Community Planning Partnership are easily accessible on the Council's website and as noted above provide detail on outcomes and strategic priorities. There is a section on Best Value which provides detail on the Best Value action plan.

110. The council is currently working towards developing a framework for Best Value and is making progress on completion of the actions in the approved plan.

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Appendix 1

Action plan 2019/20



No.	Issue/risk	Recommendation	Agreed management action/timing
1	<p>Impact of Covid-19 on valuations of land and buildings</p> <p>The Council's land and properties are part of a rolling 5-year valuation programme.</p> <p>The valuer noted in the final valuation report that '(year-end) valuations do not reflect the consequences of the prevailing Covid-19 pandemic and its influence on the property market and wider economy which are anticipated to be significant.'</p> <p>Risk: There is a risk that asset valuations remain an area of uncertainty for 2020/21 and that the amounts in the financial statements are misstated.</p>	<p>The Council and the valuer should assess the ongoing impact of Covid-19 on valuation of assets in the coming year. Consideration should be given to revisiting valuations again for 2020/21.</p> <p>Paragraph 32</p>	<p>Recommendation agreed. Estates Surveyor 31 March 2021</p>
2	<p>Clyde Valley Residual Waste Treatment arrangement</p> <p>Alongside four other local authorities, East Renfrewshire Council entered into an agreement with partners in the private sector to improve and run Clyde Valley Waste Management Facility. An interim financial model has been applied in 2019/20 as the accounting treatment has not yet been agreed between partners.</p> <p>Risk There is a risk that there is an inconsistent accounting treatment between different local authorities.</p>	<p>Management should prioritise reaching an agreement over the accounting treatment for Clyde Valley Residual Waste Treatment Facility with partners and ensure that processes are put in place to ensure that the accounting treatment for future projects are considered prior to these becoming operational.</p> <p>Paragraph 32</p>	<p>Communication with the lead authority will be a priority during the year to enable any revised models to be adopted.</p> <p>Chief Accountant 30 June 2021</p>
3	<p>Payroll adjustment relating to responsibility allowances</p> <p>Testing on the payroll system identified a control weakness in relation to the process of</p>	<p>The Council should consider the implementation of a standard Council wide process for the award of responsibility allowances.</p>	<p>HR will work with Education to agree a standard council wide process for the award of responsibility allowances.</p>



No.	Issue/risk	Recommendation	Agreed management action/timing
	<p>awarding responsibility allowances to education staff. For council staff, a standard form is required to be completed and approved by line managers however such a form is not required to be completed for education staff.</p> <p>Risk: There is a risk that responsibility allowances are inappropriately awarded.</p>	Paragraph 59	<p>HR Manager</p> <p>31 March 2021</p>
4	<p>Systems of internal control</p> <p>As a result of Covid-19 many staff have been working from home for all of 2020/21. This change in working arrangements will impact on how the internal controls operate.</p> <p>Risk: There is a risk that the internal controls do not operate as expected due to home working.</p>	<p>The Council should review its framework of controls, including for the new systems, to ensure that the impact of home working is taken into account.</p> <p>Paragraph 61</p>	<p>Whilst the Council has not reduced its internal controls as a result of home working, a review of how these operate, including in respect of the new financial systems, will be carried out in the new year.</p> <p>Head of Accountancy</p> <p>30 June 2021</p>
5	<p>Medium to long term financial planning</p> <p>The Council operates a 3-year budget cycle, with 2020/21 being the final year in the current cycle. Due to the impact of Covid-19, the Council decided in June 2020 that they would adopt a single year approach for the 2021/22 budget. The intention is that they will revert to 3-year budget setting for 2022-25, when it is hoped that multi-year settlements will be available from Government.</p> <p>Risk: There is a risk that the long term impact of Covid-19 on the Council's budget is not adequately reflected in the long term financial plans.</p>	<p>The impact of Covid-19 in the medium to long term are expected to be significant. The Council will need to revise its financial plans to address the challenges once greater clarity is received on the financial flexibilities to be permitted by the Scottish Government.</p> <p>Paragraph 79</p>	<p>The Council's financial plans are updated each year. A review is underway and will be completed prior to setting the budget for 2021/22.</p> <p>Head of Accountancy</p> <p>25 February 2021</p>

Follow up of prior year recommendations

6	<p>Netherlee School 1937 Endowment Trust</p> <p>We had previously recommended in our 2016/17 Annual Audit Report that the Trustees of the Netherlee School 1937 Endowment Trust should consider the introduction of processes by</p>	<p>The Trustees of Netherlee School 1937 Endowment Trust should maintain evidence on the actual use of grant awards which supports the proper use of Trust funds.</p>	<p>Complete</p> <p>From our audit testing we were provided with evidence to support the proper and appropriate awarding of grant money.</p>
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No.	Issue/risk	Recommendation	Agreed management action/timing
	<p>which the proper of grant awards could be confirmed. This recommendation has not been implemented by the Trustees</p> <p>Risk: The Trust incurs expenditure contrary to the terms of the Trust Deeds.</p>		
7	<p>Annual Instruction to the Valuer</p> <p>We recommended in 2017/18 that the Council formalise the relationship with the valuer. This has been partially implemented and we would recommend a formal instruction to be issued by Accountancy Services each year which clearly directs the valuer on the valuations to be undertaken. This instruction should include a formal impairment review to be undertaken and also instruct the valuer to consider the need for indexation to be applied to assets not subject to review under the 5 year rolling programmes</p> <p>Risk: Finance do not have ownership of the valuation exercise and changes to accounts have to be made due to late information</p>	<p>The Council should develop a formal process to include: the assets to be revalued and that valuation be provided in accordance with The CIPFA Property Valuation Guide; the need for the valuer to conduct an annual impairment review of assets; and requirement for the valuer to set out their approach to the use of indexation factors.</p>	<p>Partially complete</p> <p>We welcomed the revised guidance issued by finance to the valuer in advance of the provision of valuations of 2019/20.</p> <p>While there is evidence that an impairment review was carried out, there could be improvements in the level of detail provided to management to give greater assurance over the work done by the valuer to support the conclusions reached, particularly in relation to asset impairments.</p>
8	<p>Management Commentary</p> <p>There was no non-financial performance information contained within the draft accounts submitted to audit. The performance information was presented in a link to another document. However, the management commentary under statute is required to present a fair and balanced view of the business in the year. This was amended by the Council with further detail on performance against outcomes being provided.</p> <p>Risk: The management commentary in the annual report and accounts does not</p>	<p>The Council should further consider and develop the non-financial reporting of performance within the management commentary for 2019/20.</p>	<p>Complete</p> <p>The 2019/20 management commentary included sufficient non-financial performance information to provide a fair and balanced view of the Council.</p>



No.	Issue/risk	Recommendation	Agreed management action/timing
	present a fair and balanced view of performance		
9	<p>Grants and Contributions in advance</p> <p>Due to the housebuilding and other development within the Council area, the Council have received a number of contributions in line with planning law. The accounting treatment of such contributions is dependent on an assessment of any conditions which may be applied by the developer. The code requires that a full analysis should be undertaken on these monies and the Council have agreed to undertake this review early in 2019/20.</p> <p>Risk: The Council does not correctly account for contributions received from developers.</p>	The Council should undertake a review of all monies received from developers in 2019/20 to ensure compliance with the Code and ensure that the accounting treatment reflects any conditions which may apply.	<p>Complete</p> <p>Review undertaken on contributions. Audit testing completed on the contributions at year-end and we are satisfied that these have been correctly recorded.</p>
10	<p>Budget Underspends</p> <p>The Council has a history of underspend against budget as reported in 2016/17 and 2017/18. Given the current and future pressures which service budgets are under, there is a need for the budget to reflect the actual pattern of spending and for forecasts to be reviewed to ensure they reflect demand.</p> <p>Risk: There is a risk that the Council may not be able to deliver the targeted savings in 2019/20.</p>	The Council should continue to review its budget to ensure budgets and forecasts reflect actual spending and demand patterns.	<p>Ongoing</p> <p>The 2019/20 outturn was an underspend of £3.401million which represents 1.3% of the approved budget. This represents a year on year improvement; budget underspends of 4% in 2017/18 and 2% in 2018/19.</p>
11	<p>Greenlaw Business Centre</p> <p>The Greenlaw Business Centre first became operational in 2018/19. The valuation of the centre at 31 March 2019 reflects a risk yield for rental income which is based on estimates of future occupancy levels and voids which reflect the future use of the building as an “incubator”</p>	The actual occupancy levels of the Greenlaw Business Centre should be kept under review and appropriately reflected in future valuations	<p>Complete</p> <p>Greenlaw Business Centre remained unoccupied during 2019/20. This was reflected in the year end valuation. We anticipate that the position will remain unchanged for 2020/21 as the business centre has been utilised as part of the Council’s Covid-19 response.</p>



No.	Issue/risk	Recommendation	Agreed management action/timing
	<p>for small businesses and start-ups.</p> <p>Risk: The actual levels of occupancy are not kept under review and reflected in updated valuations.</p>		
12	<p>Business Continuity/ Disaster Recovery</p> <p>We have previously reported on the need for the Council to ensure disaster recovery and business continuity plans are up to date, realistic and are tested. Progress has been made on this and a report on progress is due in mid-September on the status of the plans.</p> <p>Risk: Until the plans are fully implemented and tested, that the Council suffers a loss of data and disruption to service.</p>	<p>The Council should ensure that the business continuity arrangements are current and that disaster recovery arrangements are current and tested.</p>	<p>Ongoing</p> <p>Due to the impact of Covid-19 on Business Continuity arrangements, this work was not completed.</p>
13	<p>Financial Pressures</p> <p>The Council has identified that it needs to make savings of £24.754 million for the period 2019/20-2020/21 part of its plans to maintain financial balance. £16.368 million have been identified and approved by members. Over the last five years the Council has delivered approved savings of over £29 million.</p> <p>Risk: Given the previous level of savings already made by the Council, there is a risk that current and additional savings targets are not achievable.</p>	<p>That the Council continues to progress plans to address the funding gaps identified and continues to develop the reporting for savings both internally and to members.</p>	<p>Complete</p> <p>As reported at Action Plan point 5 the impact of Covid-19 in the medium to long term is expected to be significant. The Council will need to revise its financial plans to address the challenges once greater clarity is received on the financial flexibilities to be permitted by the Scottish Government.</p>
14	<p>Care at Home Service</p> <p>The Care Inspectorate's report on the Care at Home Service graded aspects of the service as either unsatisfactory or weak. While this report has been reported to members of the IJB, it has not been submitted to Council members.</p> <p>Risk: All members of the Council cannot formally</p>	<p>The Care Inspectorate Report of February 2019 on the review of the Care at Home service should be formally reported to Council members.</p>	<p>Complete</p> <p>The inspection report was circulated to members of the Council's Audit and Scrutiny Committee in June 2019 and referenced in the Annual Review of HSCP Performance considered by Council in September 2019.</p> <p>The Convenor Statement included an update to members to increase</p>



No.	Issue/risk	Recommendation	Agreed management action/timing
	<p>discuss report on the Care at Home Service and the potential impact on the delivery of the Council's strategic objectives and the adequacy of the planned improvement actions.</p>		<p>transparency and allow elected members a further opportunity to raise questions.</p>
15	<p>Transformation Programme</p> <p>During 2018/19 the Council have made good progress in developing a new reporting framework for the Transformation Programme. Corporate monitoring of the progress of projects and reporting to members has improved. However, the reporting of the financial links to savings targets and progress against agreed savings plans require further development.</p> <p>Risk: It is not possible to monitor progress against the target savings and benefits to be delivered by the MAP projects.</p>	<p>Enhance the MAP reporting framework to align the Council's transformation programme and its associated projects with approved savings plans to track savings achieved at both the programme and project level.</p>	<p>Ongoing</p> <p>The agreed actions were not due to complete until 2020/21. We will consider as part of our future audit work.</p>
16	<p>Accommodation Strategy</p> <p>A draft Accommodation Strategy was reported to the Council in October 2018. Work on the development of a final Accommodation Strategy is still ongoing.</p> <p>Risk: Future decisions on the future of the Council's estate are made in the absence of an overarching accommodation strategy.</p>	<p>Approve a finalised Accommodation Strategy to inform future decisions, in particular the planned new build Leisure Centre, the Eastwood park master plan and the development of the Council's corporate landlord approach to asset management.</p>	<p>Ongoing</p> <p>The agreed actions were not due to complete until 2020/21. We will consider as part of our future audit work.</p>
17	<p>Equal Opportunities Training</p> <p>Training for employees on equalities is not a mandatory part of the Council's Continuous Professional Development programme and equality training has not featured as an explicit element of the members training and induction programme.</p>	<p>Training on equalities should be a mandatory requirement for employees and elected members should be provided with training on equality, including the Public Sector Equality Duty to ensure they can carry out their role effectively.</p>	<p>Ongoing</p> <p>The agreed actions were not due to complete until 2020/21. We will consider as part of our future audit work.</p>



No.	Issue/risk	Recommendation	Agreed management action/timing
18	<p>Risk: Equality issues are not effectively mainstreamed and adequately considered as part of the Council's strategic planning and decision making.</p> <p>Equality Impact Assessments</p> <p>There is no central oversight or quality assurance of Equality Impact Assessments and not all Equality Impact Assessments are published on the Council's website.</p> <p>Risk: That not all equality considerations are built into Council decisions and that the Council does not comply with the requirements of the Public Sector Equality Duties regarding the publication of EIAs.</p>	<p>Equality Impact Assessments should be held centrally, and quality checks carried out.</p>	<p>Complete</p> <p>Equality Impact Assessments are available on the Council's website.</p>

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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		
<p>1 Management override of controls</p> <p>Auditing Standards require that audits are planned to consider the risk of material misstatement caused by fraud, which is presumed to be a significant risk in any audit. This includes the risk of management override of controls that results in fraudulent financial statements.</p>	<ul style="list-style-type: none"> 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. Completion of cut-off testing to ensure transaction appropriately recorded in the correct year. 	<p>Testing carried out on journal entries.</p> <p>Review of accounting estimates undertaken.</p> <p>We tested a sample of transactions taken from both pre and post year end to confirm expenditure and income had been accounted for in the correct financial year.</p> <p>We tested a sample of accruals and prepayments and evaluated significant transactions that were outside the normal course of business.</p> <p>Conclusion - Our testing did not identify any evidence of management manipulating accounting records or overriding controls.</p>
<p>2 New finance system</p> <p>During 2019/20, East Renfrewshire Council introduced a new finance ledger which represents the main accounting system, together with new integrated accounts payable, accounts receivable systems and integrated fixed asset register. The system went live during September 2019 with the fixed asset register due to go live in February 2020.</p> <p>The new system will be used for the production of the 2019/20 financial statements, and, as with any major change in financial systems, there is an</p>	<ul style="list-style-type: none"> Review and testing of the controls in place within the new payroll system. Confirm the completeness and accuracy of balances transferred from the old to the new payroll system. 	<p>Carried out controls and substantive testing on the old and new systems with no issues identified.</p> <p>Reviewed the work carried out by Internal Audit on the transfer of balances as part of implementation of the new system.</p> <p>Conclusion - We concluded that we were able to place reliance on the accuracy and completeness of balances in the ledger.</p>

Audit risk	Assurance procedure	Results and conclusions
<p>increased risk of misstatement in the figures and balances.</p>		
<p>3 New payroll system</p> <p>East Renfrewshire Council is due to complete the introduction of a new payroll system during 2019/20. As the new system will be used for the production of payroll figures in the 2019/20 financial statements, there is an increased risk of misstatement in the figures and balances.</p>	<ul style="list-style-type: none"> Review and testing of the controls in place within the new payroll system. Confirm the completeness and accuracy of balances transferred from the old to the new payroll system. 	<p>Implementation of the new payroll system has been deferred to late 2020/21, therefore our planned testing did not take place.</p> <p>As part of our 2020/21 audit we will carry out a full review of the controls within the payroll system.</p> <p>Conclusion - Carry forward to 2020/21 audit.</p>
<p>4 Estimates and judgements in the valuation of property, plant and equipment</p> <p>At 31 March 2019, East Renfrewshire Council held property, plant and equipment (PPE) with a net book value of £687 million. Valuation of these assets is based on specialist and management assumptions and estimates. Therefore, there is a significant degree of subjectivity in the valuation of PPE and changes in assumptions and estimates made by the valuer or management can result in material changes in value.</p>	<ul style="list-style-type: none"> Completion of 'review of the work of an expert' for the in-house valuer. Review and assess the reasonableness of revaluations performed in year. An assessment of the underlying information the valuer is using to base valuations to ensure it is complete and accurate. Examine evidence that the valuer is performing an annual impairment exercise. 	<p>Our review of the valuer was completed, and we concluded that we could rely on the year end valuations.</p> <p>Satisfactory evidence was obtained to confirm the reasonableness of the revaluations in the year.</p> <p>Information was received to support the work done on assessing the need to impair the value of assets. We found that there could be improvements in the level of detail provided.</p> <p>A significant valuation uncertainty was included in the valuer's report due to the impact of Covid-19 on the wider market. Additional disclosures were required in Note 7 of the accounts.</p> <p>Conclusion – While estimates and judgements included in the audited accounts are satisfactory the evidence to support the impairment review could be more comprehensive.</p> <p>Action plan point 7</p>
<p>5 Estimates and judgements in accounting for pensions</p> <p>At 31 March 2019, East Renfrewshire Council recognised a net liability of £135 million relating to the council's share of Strathclyde Pension Fund. Valuation of this liability is based on specialist (actuary) assumptions and estimates. As there is a significant degree of subjectivity in the measurement and valuation any changes made in assumptions can result in</p>	<ul style="list-style-type: none"> Completion of 'review of the work of an expert' for the professional actuary. Review of the estimates and assumptions made in calculating the pension fund liability. Assess the extent to which the Council has complied with the CIPFA briefing note. 	<p>Carried out review of the work of the actuary.</p> <p>Management has reviewed actuarial assumptions for appropriateness and, has sought IAS 19 values as at 31 March 2020. There was a further revision to the valuation to reflect further changes resulting from the McCloud case.</p> <p>We noted the contingent liability included in the accounts relating to the Goodwin (pension equality for opposite sex survivors) case.</p>

Audit risk	Assurance procedure	Results and conclusions
<p>material changes to the valuation.</p> <p>Additionally, following successful legal action brought against the UK government in relation to pension schemes for judges and firefighters in 2018/19, on the grounds of age discrimination, a material change to the valuation recorded in the draft financial statements was required. Uncertainty remains over the impact of this decision and CIPFA intends to issue a briefing note setting out how Council's and pension funds should account for the impact of the legal judgements. This will need to be reflected in the pension fund liability valuation in 2019/20.</p>		<p>Conclusion - Estimates and judgements in relation to pensions included in the audited accounts are satisfactory.</p>

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

6 Financial sustainability

The Council identified a savings gap of £5.8 million within the 2020/21 budget. Work is underway to identify further savings options. Additional savings requirements of £15.6 million have been identified for 2021/22. This is against continued rising demand for services, ongoing reductions in local government funding and a number of uncertainties that may have a financial impact on the council (e.g. the impact of EU withdrawal, increased in ring-fenced funding). There is a risk that the council is not able to deliver its strategic objectives.

- Review the 2020/21 budgets and consider the reasonableness of budget assumptions.
- Assessment of the adequacy of the council's longer-term financial management arrangements and plans reported to members.
- Monitor the council's financial position through budget monitoring reports presented to members and consider the delivery of in year savings programmes and the robustness of future savings plans and targets.

Reviewed the 2020/21 budget and assessed the proposals for meeting funding gap.

Considered budget reporting during the year.

Conclusion: The Council operates a 3-year budget cycle, with 2020/21 being the final year in the current cycle. Due to the impact of Covid-19, the Council decided in June 2020 that they would adopt a single year approach for the 2021/22 budget. The intention is that they will revert to 3-year budget setting for 2022-25, when it is hoped that multi-year settlements will be available from Government.

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Appendix 3

Summary of national performance reports 2019/20



2019/20
Reports

		Apr	
Social security: Implementing the devolved powers		May	
Scotland's colleges 2019		Jun	Enabling digital government
		Jul	
NHS workforce planning - part 2		Aug	
Finances of Scottish universities		Sept	
NHS in Scotland 2019		Oct	
		Nov	
Local government in Scotland: Financial overview 2018/19		Dec	
Scotland's City Region and Growth Deals		Jan	Privately financed infrastructure investment: The Non-Profit Distributing (NPD) and hub models
		Feb	
		Mar	Early learning and childcare: follow-up

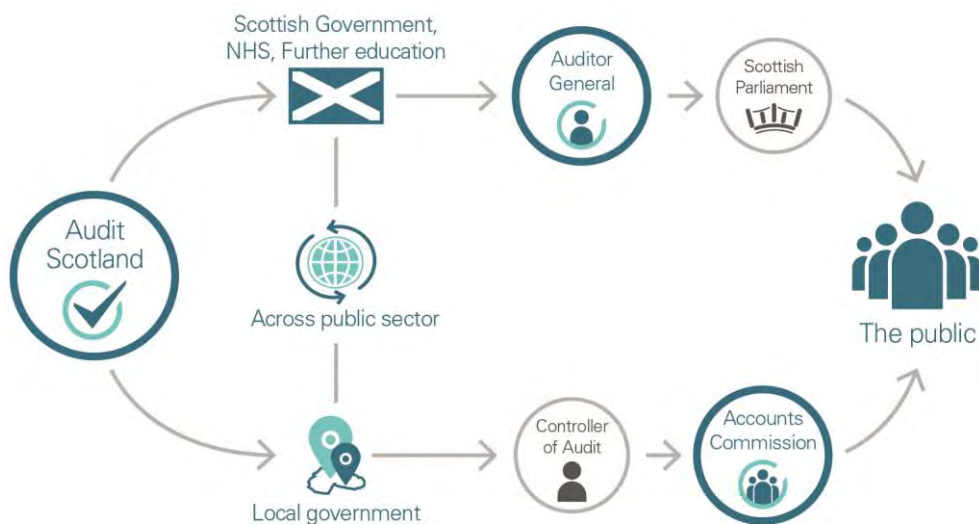
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Appendix 4

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.

East Renfrewshire Council

2019/20 Annual Audit Report – DRAFT

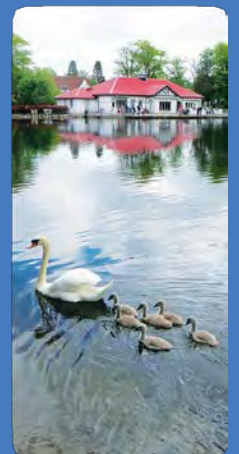
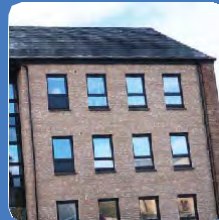
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AUDITED ANNUAL ACCOUNTS 2019/20





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Management Commentary

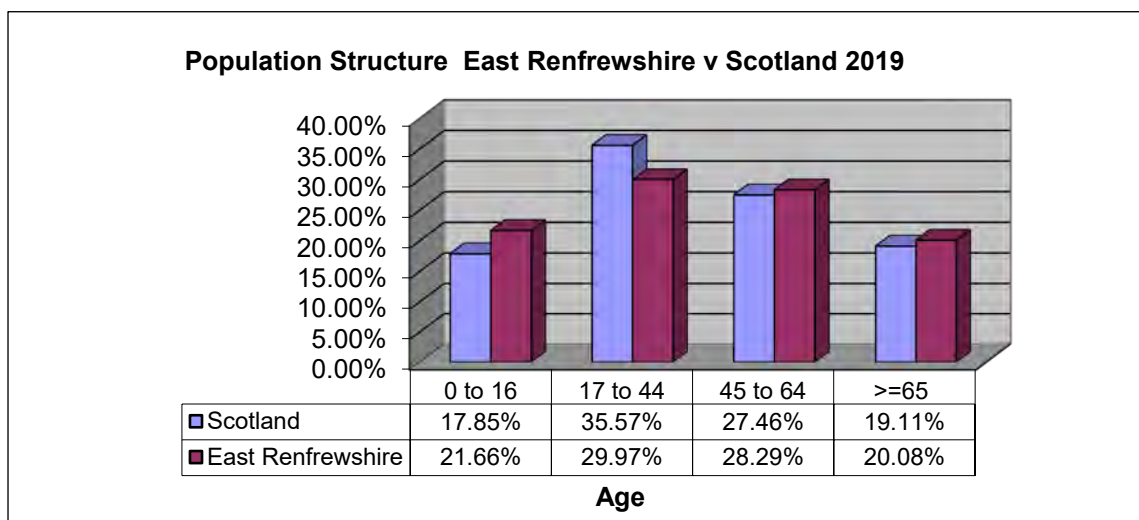
1. Introduction

This statement outlines key messages on the objectives and strategy of the Council and its financial performance during 2019/20 and also indicates issues and risks which may impact upon the finances of the Council in the future.

East Renfrewshire and the local authority

East Renfrewshire is situated to the south of Glasgow. It covers an area of 67 sq miles (174 sq km). The north of the area comprises the urban areas of Giffnock, Newton Mearns, Clarkston, Thornliebank and Barrhead. Each of these settlements has a distinctive character. In the extensive hinterland to the south, lie the villages of Uplawmoor, Neilston, Waterfoot and Eaglesham. Approximately 16% of the area is urban and 84% is rural.

The population of East Renfrewshire at 30th June 2019 was 95,530*. This is our highest ever population, with an increase from 2018 of 0.38% and is 7.04% higher than the population 10 years ago. The 2018 Population Projections show that East Renfrewshire’s population will steadily increase, but at a lower rate than the previous projection. The table below compares the current population of Scotland and East Renfrewshire, and shows that East Renfrewshire has a higher proportion of the population under the age of 16, compared to that of Scotland, as well as a higher proportion of those aged 45 to 64, and 65 and overs.



*Source 2019 Mid-Year Population Estimates, National Records of Scotland

The council provides a wide range of vital services to the public such as schools, social care, highways and footpaths, parks, refuse collection and housing. There are eighteen councillors, across five multi-member wards, representing the interests of the community. The administration is made up of a coalition comprising of 5 SNP, 4 Labour and 1 Independent. The management of East Renfrewshire is led by the Chief Executive, Lorraine McMillan.

Annual Accounts

The Accounts for East Renfrewshire Council are set out on the following pages in the form of statements which, as certified by the Chief Financial Officer in the Statement of Responsibilities, present a true and fair view of the financial transactions of the Council operating as a going concern



Management Commentary (cont'd)

during the year to 31st March 2020. The Accounts are subject to statutory audit and incorporate the information required by the Code of Practice on Local Authority Accounting in the United Kingdom.

The financial statements show the Council's main sources of funding and provide an account of expenditure on service activities. A summary of the Council's Financial Performance is provided later in this Commentary.

The accounts identify two major categories of expenditure, Revenue and Capital. Revenue spending covers the day to day operational expenditure for each service while capital spending covers expenditure on the acquisition, construction and improvement of assets needed to provide services where the benefits will be derived over a number of years.

2. Objectives and Strategy of the Council

East Renfrewshire Council's vision is to be a modern, ambitious council creating a fairer future for all. Following an in-depth analysis of need in our communities we have identified 5 ambitious outcomes that we are delivering on with our partners as set out in our Community Plan incorporating Fairer East Ren.

Our Outcomes are:-

<p>Early Years and Vulnerable Young People</p>	<p>All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed.</p>	
<p>Learning, Life and Work</p>	<p>East Renfrewshire residents are healthy and active and have the skills for learning, life and work.</p>	
<p>Environment and Economy</p>	<p>East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents.</p>	
<p>Safer, Supported Communities</p>	<p>East Renfrewshire residents are safe and live in supportive communities.</p>	
<p>Older People and People with Long-term Conditions</p>	<p>Older people and people with long-term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives.</p>	



Management Commentary (cont'd)

In order to deliver these outcomes well, we have also identified 5 capabilities that we need to excel at as a Council. These are the focus of our improvement work to maintain our position as one of the best councils in Scotland. They are:

FIVE CAPABILITIES

PREVENTION



We will ...

Choose to prevent problems from occurring in our communities, rather than trying to fix what has already gone wrong.

We will ...

Instinctively take a preventative approach in our daily work, placing children, early years and the reablement of our elderly at the heart of how we plan services.

EMPOWERING COMMUNITIES



We will ...

Place a high value on listening to local people and asking for their views. We will work hand in hand to plan and deliver the services that truly make lives better.

We will ...

Listen, understand and respect, empowering our communities to do more for themselves.

DATA



We will ...

Seek and share meaningful information to plan our services and measure if we are getting it right. We will not collect numbers for the sake of it.

We will ...

Use data to plan, we will evidence what works, and we will benchmark what we do with those who might be doing it better.

MODERNISATION



We will ...

Continually look for ways to modernise and improve how we do things. We will make it easier for local people to access our services.

We will ...

Put a stop to bureaucracy and inefficient processes. We will focus on what is best for local people and not what is easiest for us.

DIGITAL



We will ...

Choose to be digital by default wherever possible. We will examine and digitise our processes to make it easy for people to access our services online.

We will ...

Encourage local people to use our website and social media to speak to us, and each other, 24/7, 365 days a year.

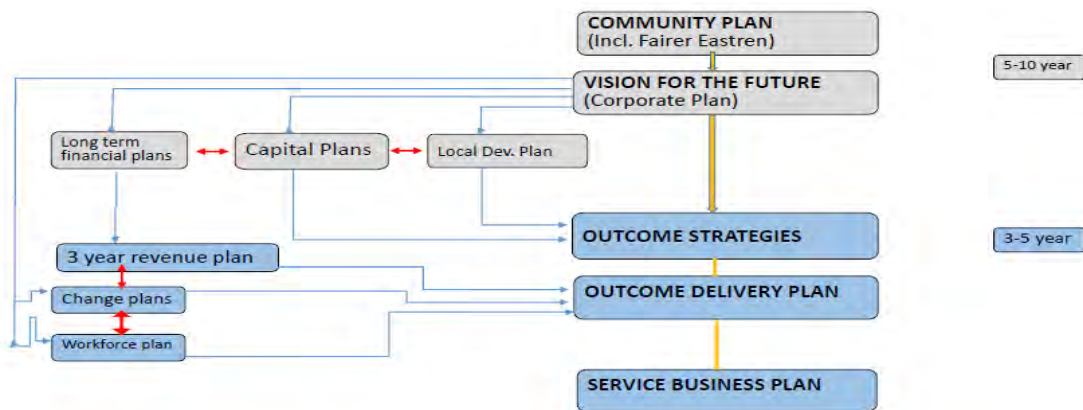


Management Commentary (cont'd)

Strategic Planning and Performance Outcomes

The Council has well established strategic planning and performance management arrangements which are embedded into the work of all employees through a clear “golden thread”, that runs from our vision, strategic plans and outcomes through to services’ business plans and employees’ roles. Employees are working towards achieving our vision to be ‘A modern ambitious Council creating a fairer future for all’, with the ultimate aim to make people’s lives better.

We have an integrated approach to strategic and operational planning. The diagram below illustrates how our medium and long term strategies and operational plans are integrated.



The Community Plan (incorporating Fairer East Ren, East Renfrewshire’s Local Outcome Improvement Plan) sets out the strategic outcomes and priorities for the Community Planning Partnership. For the Partnership and the Council there are joint strategic outcomes covering individuals’ life stages:

- Early Years and Vulnerable Young People
- Learning, Life and Work
- Environment and Economy
- Safe, Supportive Communities
- Older People & People with Long-term Conditions

Fairer East Ren is the part of the Community Plan which is focused on tackling inequalities and closing the gap between communities.

We have updated our long term strategy for the council, [Vision for the Future \(VFTF\) 2020-2030](https://www.eastrenfrewshire.gov.uk/media/1177/Council-Item-08-27-February-2020/pdf/Council_Item_08_-_27_February_2020.pdf?m=63727382810060000), (https://www.eastrenfrewshire.gov.uk/media/1177/Council-Item-08-27-February-2020/pdf/Council_Item_08_-_27_February_2020.pdf?m=63727382810060000) this reflects the long term ambitions for East Renfrewshire. Council considered the update in February 2020 and agreed to support the ongoing conversations with residents on themes including connecting communities, tackling loneliness and effective transport and active travel, to shape our future strategic direction.

Our [Outcome Delivery Plan](https://www.eastrenfrewshire.gov.uk/media/564/Outcome-delivery-plan/pdf/Outcome_Delivery_Plan_2019-22.pdf?m=637287143110430000) (ODP) (https://www.eastrenfrewshire.gov.uk/media/564/Outcome-delivery-plan/pdf/Outcome_Delivery_Plan_2019-22.pdf?m=637287143110430000) sets out how the Council will work towards achieving these outcomes as well as a set of organisational outcomes focusing on our customers, employees and our levels of efficiency.



Management Commentary (cont'd)

Our performance

The Council's strategic performance management arrangements include six monthly reporting to Council on council wide performance, plus six monthly performance review meetings involving the Chief Executive, each Director and service managers. End of year performance arrangements were pared back this year as the Council focused on the delivery of essential emergency service during the covid-19 pandemic. Elected members will scrutinise strategic end year performance for 2019/20 at the Council meeting on 24 June 2020.

We cannot achieve our outcomes working alone, so our key performance indicators' set also includes input from our main partners, East Renfrewshire Health and Social Care Partnership and East Renfrewshire Culture and Leisure Trust (ERCLT). As a result of the outbreak of Covid-19 end year performance data is not available for ERCLT.

An analysis of the indicators for 2019/20 where data is available and targets set, shows that 63% of indicators were met, 31% on track/within reasonable thresholds and 6% (2 indicators) off track. We performed well on key outcome areas including supporting local businesses, educational attainment and community safety.

We were off target on our indicator for minimising absence. Performance for 2019/20 shows an increase in absence for Local Government employees but a reduction for teachers compared to last year. Our overall absence rate is 10.1 days absence per FTE, which is above the 9.1 days target. Managers continue to work with staff to reduce absence levels. The significant impact of Covid-19 on staff absence levels from mid-March 2020 onwards may make assessment of the underlying progress difficult to measure in the coming year. Our City Deal expenditure against the Capital Plan was lower than anticipated at £3.5m in 2019/20 (target £6.6m). This was as a result of delays to the Aurs Road project. Land deals required as part of the project were not concluded and also Scottish Water identified the need to complete work that impacted on the same geographical area. To minimise the disruption of road closures, project timescales were rescheduled and the Council are working with Scottish Water to complete both organisations' project requirements.

Additional progress on our strategic outcomes is summarised below.

Strategic Outcome 1 - All children in East Renfrewshire experience a stable and secure childhood and succeed.

We have invested over £24m in increasing the provision of early education and childcare. Work is underway to build five new nurseries in Busby, Clarkston, Eaglesham, Newton Mearns and Thornliebank. The impact of Covid-19 has delayed completion of these buildings however contingency planning has enabled us to continue as planned to almost double the amount of free childcare for families in 2020, subject to social distancing restrictions. We have continued to deliver successful parenting programmes throughout the year with improved outcomes for the families taking part. Our Champions Board provides opportunities for looked after young children giving them the chance to influence policy and practice in services affecting them. During the Covid-19 outbreak we adapted our services and continued to support the most vulnerable families and individuals in East Renfrewshire, particularly those where there are public/child protection issues or an identified risk of harm.

Strategic Outcome 2 - East Renfrewshire residents are healthy and active and have the skills for learning, life and work.

We continue to be top in Scotland for our pupils achieving high levels of educational attainment, showing some of our best results to date for S4. We have also delivered exceptional performance in



Management Commentary (cont'd)

closing the attainment gap across a range of key equity groups. The proportion of our young people achieving positive destinations also increased to the highest in Scotland with 97.5% going on to further education, training or employment after school. The number of school learners undertaking and successfully completing a wide range of vocational qualifications with our Further and Higher education partners increased in 2018/19. There was also a 28% increase in the number of pupils participating in Foundation Apprenticeships in 2018/19. Learning has continued during the outbreak of Covid-19 via four 'Hub' schools and supporting children and young people to participate in digital and remote learning.

Strategic Outcome 3 - East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents

Our £44m City Deal projects continue to progress well. Ten new light industrial units in Barrhead were constructed and are fully occupied, and remediation of land in Barrhead is under negotiation for a mixed use retail development. Greenlaw Business Centre in Newton Mearns was completed in 2019 and was due to begin taking tenants, however due to the impact of the Covid-19 this is on hold. Over £11m is being invested in housebuilding up to 2025. The Council has set a target of building 200 new council houses and is on track with a further 36 houses built or acquired in 2019/20. Our roads indicators have improved and we have committed an additional £3m of capital investment per year from 2019/20 for 5 years to further improve road infrastructure. Recycling rates are top in Scotland (66.2%), we have met our street cleanliness target and exceeded our target on the number of businesses supported by our Business Gateway Services. We have invested in parks and greenspaces with additional resources used to improve facilities. During Covid-19 outbreak we have worked hard to support local business paying out grants of over £7.2m in the new year. There are significant challenges ahead supporting the recovery of the local economy.

Strategic Outcome 4 - East Renfrewshire residents are safe and live in supportive communities

The Community Safety service has been fully modernised upgrading our CCTV infrastructure, delivering improved image quality, faster operation and reduced ongoing data costs. These service improvements have contributed to the reduction of recurring incidences of anti-social behaviour, (8% recurrences within the target set of 10%). We have travelled further on our Participatory Budgeting (PB) journey by working alongside Linking Communities: an umbrella group of residents in Barrhead, Neilston & Thornliebank. Linking Communities designed a process where £100k for community groups would be voted on by residents for future distribution. We continue to support people completing Community Payback Orders, with a 100% of people reporting that they have been helped to address their offending behaviour. We have seen significant improvement and are ahead of our target for the personal outcomes of women who have been victims of domestic abuse with 79% overall reporting an improvement in outcomes. During the Covid-19 emergency phase we have targeted our services on our most vulnerable. Our recovery planning is prioritising the reestablishment and strengthening of our approaches to public protection.

During Covid-19 strong partnerships enabled the Council with Voluntary Action East Renfrewshire to quickly establish a Community Hub helpline connecting vulnerable and isolated families to a range of community supports, many delivered by volunteers from local communities.

Strategic Outcome 5 - Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives

Our services continue to support older people and people with long-term conditions to live independently and well. We continue to meet our target (74%) for the proportion of adults who agreed that they are supported to live as independently as possible. In addition, 88% of respondents reported that their needs were met in terms of living where/as they wanted to live. We are developing our



Management Commentary (cont'd)

support to unpaid carers in collaboration with our local Carers Centre and have seen significant improvement in the proportion of carers reporting that their needs are being met (92% an increase of 14% on 18/19 data). The Covid-19 outbreak has impacted most seriously on older people and people with long-term conditions. We have focused our services on supporting those at greatest risk in both community and residential settings. This has seen additional staff support through redeployment and recruitment for care at home and our care home. There has been increased collaborative working with the third/community sector and additional support given to partner provider organisations, particularly our care home providers.

Public Performance Reporting

We present a range of in year reports on service specific and financial information to elected members and the public. Throughout the year, elected members, managers and employees use performance information to evaluate, scrutinise results and take action to drive and inform areas for further improvement across services.

To access further information on how the Council is performing, including trend data, planned activities, targets, and benchmarking information visit:-

www.eastrenfrewshire.gov.uk/performance

Workforce Planning

The key workforce priorities to support the Council delivery of services are:

- to ensure that we have established a workforce with the right skills, tools, environment and knowledge that meet current and future demands;
- to ensure that we have engaged employees who are motivated to deliver our outcomes; and
- to ensure that we have a workforce that has a digital approach and supports business transformation.

The Council's Workforce Plan is aligned with our multiyear budget approach for 2018/19 – 2020/21. By planning over a three year period it allows for better prediction of potential changes to workforce shape and size and allows time to plan appropriately for these changes to the workforce.

The financial plan originally set out for 2018/19 – 2020/21 showed that the Council's budget would reduce by £28.5 million and it was estimated that there would be a reduction of 265 posts from the current Council structure. This budget reduction now sits at £38.91 million for the three years. The latest figures for the three years show that the number of posts in the council will fall by around 290. It was expected that this figure may fall slightly and would be offset to a large degree by the creation of more than 200 roles to support the ambitious plans to almost double the level of free nursery care. We have continued to manage reductions through natural turnover and voluntary early retirement and redundancies and a commitment was made that this approach would continue for 2020/21.

Due to the Covid-19 pandemic East Renfrewshire Council will need to reassess the budget and workforce plans over the current year. It is not yet known how long it will take until full phasing back to the workplace will be undertaken, however, the council will follow national guidance. There are a number of areas that have changed for local authorities including supporting the humanitarian effort for vulnerable residents and those in the shielding category and the Scottish Government has announced that local authorities will no longer be legally obliged to deliver 1140 hours of funded childcare from August 2020.

The council has a number of transformational change programmes ongoing to ensure that we will have the appropriate number of Local Government Employees and Teachers with the correct qualifications, registration and skills in the correct roles. The approach is to deliver rationalised management structures, new operating models and establish more cross-functional and collaborative

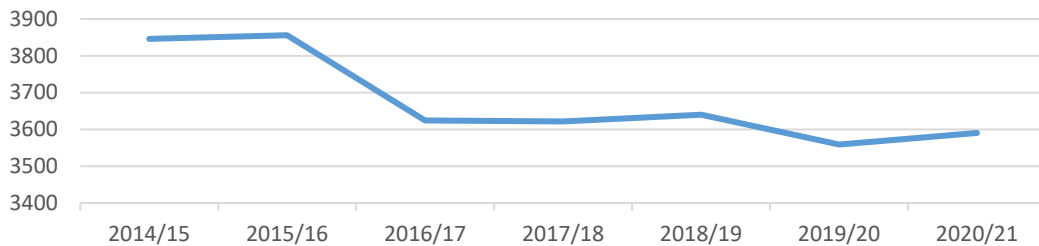


Management Commentary (cont'd)

working to improve resilience. A workforce planning working group is in place to regularly review the overall strategy and actions for our longer term Workforce Plan. This group will need to review the Workforce Plan alongside the workforce requirements to support recovery and renewal within the council and to ensure that development and retraining opportunities continue to be supported during this difficult time.

Due to the Council's programme of efficiency reviews 95 employees took the option of voluntary redundancy or other packages in 2019/20. This resulted in an in year cost of £2.07m.

The chart below shows how the Council's budgeted workforce has changed in recent years:-



*The decrease in staff between 2015/16 and 2016/17 is due to the transfer of staff to East Renfrewshire Culture & Leisure Trust which commenced on 2 July 2015

Consultation and Communication with Workforce

East Renfrewshire Council has in place employee governance arrangements to ensure its employees are well informed, involved in decisions, appropriately trained, treated fairly and consistently and provided with a safe environment. The Council carries out periodic employee surveys, whereby the views of the workforce are sought in addition to regular consultations with staff and trade unions. The Corporate Communications Unit posts updates on the Council's internal website along with the Chief Executive's blog on a regular basis.

3. Financial Planning, Monitoring and Performance in 2019/20

Budget Process

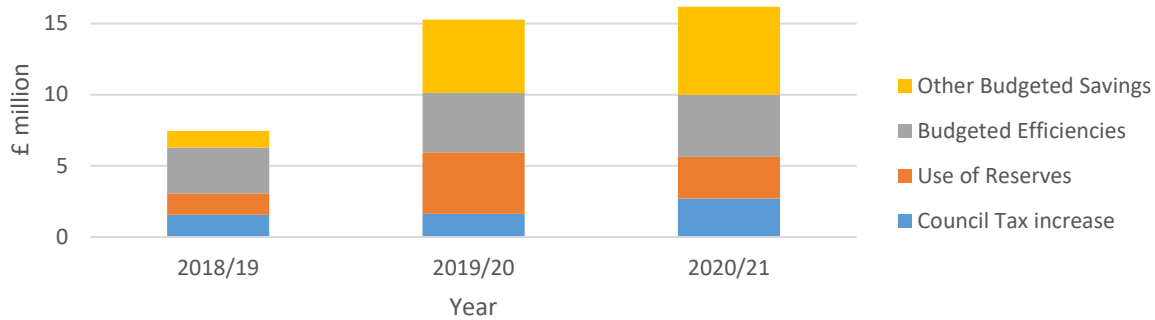
Following our successful previous multi-year budget approach, the Council undertook extensive community engagement, during autumn 2017, on setting its budget for future financial years. Reflecting on that engagement, a budget for 2018/19 and indicative budgets for 2019/20 and 2020/21 were approved by Council in March 2018 and the indicative budgets were updated and approved in February 2019 and February 2020.

The Council has had to make significant budget savings for a number of years in order to ensure that it complies with its statutory requirement to set a balanced budget whilst meeting the needs of residents. A total of £38.91m budget savings have been approved for the 3 year period.



Management Commentary (cont'd)

Budgeted Savings



Capital plans have also been agreed for the General Fund, covering the period 2020/21 to 2029/30, and Housing, covering the period 2020/21 to 2024/25.

Budget Monitoring

The Council closely monitors expenditure and income against revenue and capital budget plans throughout the year. Standard reports showing revenue expenditure and income to date against budgets are provided to managers every four weeks with individually tailored reports and online information also available as required. Elected members normally consider revenue monitoring reports and detailed variance information at Cabinet five times per year with all reports providing year end forecasts. However due to the Covid-19 lockdown, the fifth Revenue Monitoring report was considered solely by two members of the Cabinet under extended delegated powers. Financial and physical progress on each capital project is also reported to Cabinet four times per year. Copies of these reports are available on the Council's website: www.eastrenfrewshire.gov.uk

Links to the final 2019/20 reports can be found below:

[General Fund Capital Programme 2019/20](https://www.eastrenfrewshire.gov.uk/media/1069/Cabinet-Item-06-12-March-2020/pdf/Cabinet_Item_06_-_12_March_2020.pdf?m=637273811785030000), approved by Cabinet on 12 March 2020
https://www.eastrenfrewshire.gov.uk/media/1069/Cabinet-Item-06-12-March-2020/pdf/Cabinet_Item_06_-_12_March_2020.pdf?m=637273811785030000

[Estimated Revenue Budget Out-turn 2019/20](https://www.eastrenfrewshire.gov.uk/media/1068/Cabinet-Item-05-12-March-2020/pdf/Cabinet_Item_05_-_12_March_2020.pdf?m=637273811783530000), approved by Cabinet on 12 March 2020
https://www.eastrenfrewshire.gov.uk/media/1068/Cabinet-Item-05-12-March-2020/pdf/Cabinet_Item_05_-_12_March_2020.pdf?m=637273811783530000

Revenue Budget Performance

General Fund Revenue Balance

The Council's financial performance is presented in the Comprehensive Income and Expenditure Statement, which can be found on page 45 and has been prepared using International Financial Reporting Standards. To show the net position of the Council, it is necessary to adjust the Comprehensive Income and Expenditure Statement for statutory items that require to be taken into account in determining the position on the General Fund and Housing Revenue Account for the year. These are summarised in the Movement in Reserves Statement on page 46.

An Expenditure and Funding Analysis reconciles adjustments between the Council's financial performance under the funding position and the deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement. The Expenditure and Funding Analysis can be found in Note 2 and the Expenditure and Income Analysed by Service in Note 5.

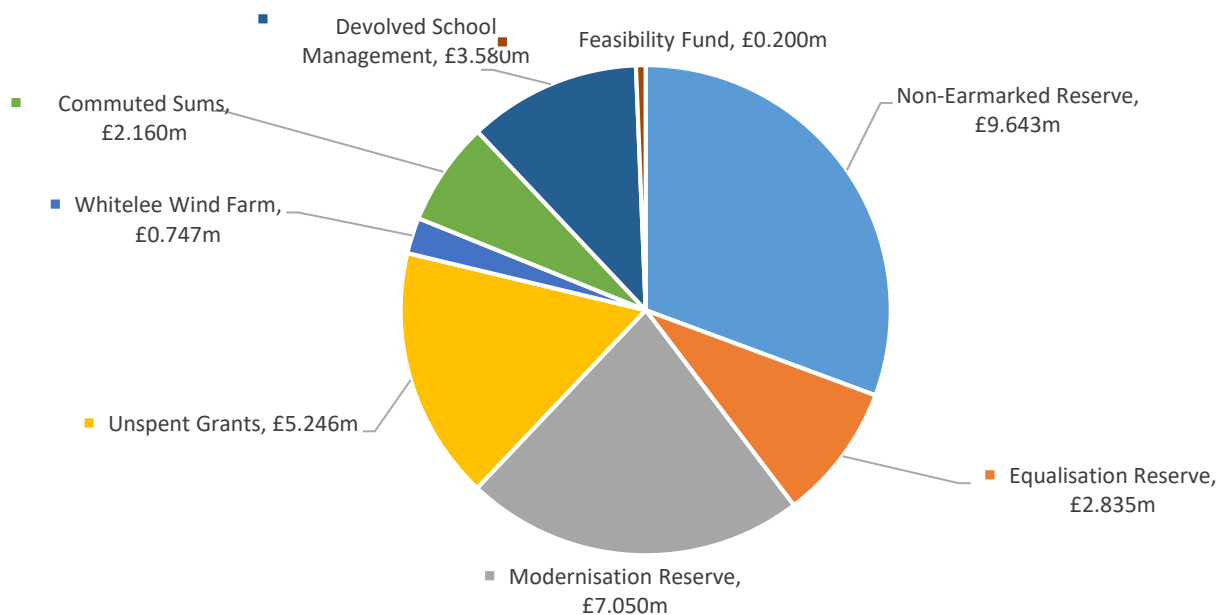


Management Commentary (cont'd)

The General Fund Balance at the end of the year is £31.461m. The opening balance of £29.603m has been increased by an overall surplus of £1.858m. The General Fund is split over a number of earmarked funds which are adjusted annually to take account of the following factors:-

- (i) To ensure that the General Reserve is adequate to provide against unforeseen expenditure, which may arise. The Council’s aim where possible is for the unallocated general fund balance to be equivalent to 4% of annual budgeted net revenue expenditure. The actual balance for 2019/20 was 3.8% (2018/19 4.4%)
- (ii) To earmark funding to equalise future PFI/PPP payments.
- (iii) To earmark funding to enable the upfront investment required to drive forward the Council’s Modern Ambitious (Change) Programme.
- (iv) To earmark funding from unspent grants, Whitelee Windfarm, commuted sums and Devolved School Management.
- (v) To earmark funds for feasibility studies to be carried out on potential capital projects.
- (vi) To provide insurance voluntary excess costs.
- (vii) To enable a continuing programme of repairs and renewals to roads, properties and other infrastructure.
- (viii) To make provision for anticipated future capital liabilities.

The pie chart below shows the total amounts held within these funds, further information can be found in Note 11.





Management Commentary (cont'd)

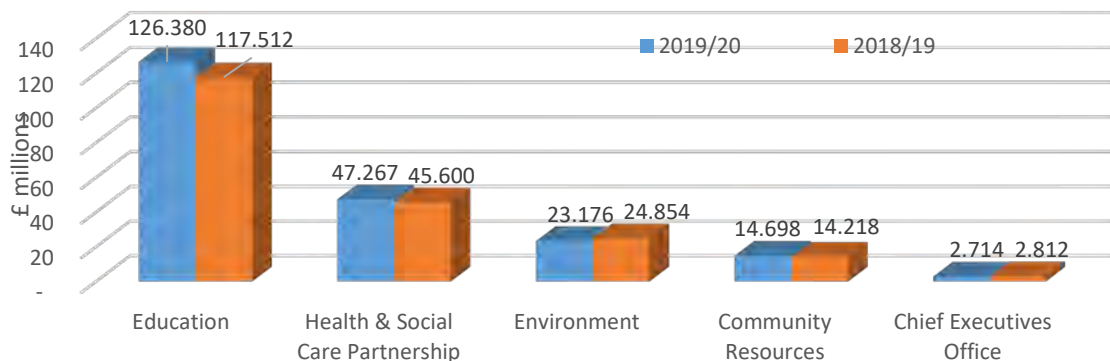
Budget Performance

The overall surplus of £1.858m can be analysed as follows:

	£'000	Actual £'000	Approved Budget £'000	Over/(Under) Spend £'000
Net Cost of Services	238,403			
Capital Charges	<u>(16,710)</u>	221,693	230,360	(8,667)
Investment Income		(180)	(180)	-
Capital financing costs		10,245	10,545	(300)
Other		3,573	-	3,573
Contributions to/(from) reserves		(911)	(4,312)	3,401
To be met by Govt. grants and local taxation		234,420	236,413	(1,993)
Aggregate External Finance		(184,108)	(184,108)	-
Council Tax		(52,170)	(52,305)	135
Total Funding		(236,278)	(236,413)	135
(SURPLUS)/ DEFICIT FOR THE YEAR		(1,858)	-	(1,858)

The surplus of £1,858k above is primarily due to Unspent Grants. When this is considered with the Housing Revenue Account surplus of £598k (see Movement in Reserves Statement) it equates to the total of £2,456k, as stated in the Expenditure and Funding Analysis (Note 2). The graph below shows the net expenditure across Directorates, also as shown in Note 2.

Net Expenditure across Directorates



Housing Revenue

The Housing Revenue Account Comprehensive Income and Expenditure Statement and the Statement of the Movement on the Housing Revenue Account balance are shown on pages 106 and 108. These accounts deal with transactions in respect of managing the Council's housing stock,



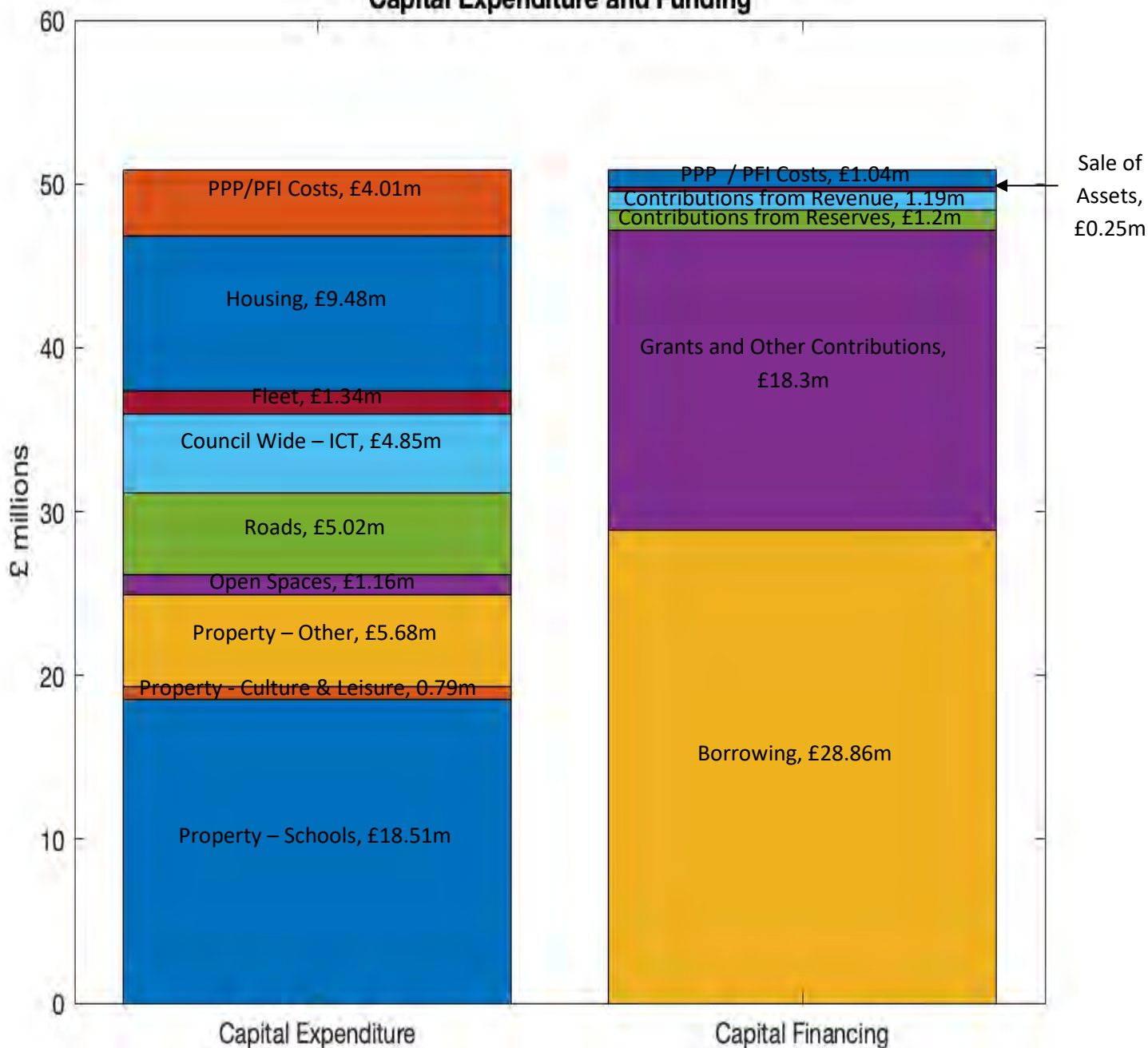
Management Commentary (cont'd)

which cannot be subsidised by the Council. The opening balance of £1,718k has been increased by an operational surplus of £598k to give a year-end balance of £2,316k.

Capital Budget Performance

In 2019/20 the final Council budget for capital investment in both the General Fund and the Housing Revenue Account was £57.15m, with 89% of this being delivered. It should be noted that as these capital programmes are part of a longer term plan, it is expected that there will be movement in spend across the years and that projects not delivered in year will be completed in forthcoming financial years. The diagram below identifies the key areas of spend in 2019/20 and how these were funded. Further details are provided in in Notes 15 to 18.

Capital Expenditure and Funding





Management Commentary (cont'd)

Balance Sheet

The Balance Sheet summarises the Council's assets and liabilities as at 31 March 2020 and explanatory notes are provided. The net worth of the Council has increased by £74,375k from £401,380k as at 31 March 2019 to £475,755k as at 31 March 2020. The major movements are set out below:

	31 March 2020 £000	31 March 2019 £000	Movement £000	Main Reason
Long Term Assets	729,041	687,797	41,244	This increase is mainly due to major capital investment and asset revaluations of certain categories of assets (see Notes 15 to 18)
Current Assets	88,559	81,865	6,694	Cash equivalents and short term investments have increased due to both capital and revenue cash flows
Current Liabilities	(49,870)	(55,563)	5,693	Due mainly to the movement in short term creditors (see Note 23) and the reduction in short term borrowing
Long Term liabilities	(291,975)	(312,719)	20,744	Pension Reserve has decreased due to a change in demographic assumptions (see Note 39) and Long Term borrowing has increased overall.
Usable Reserves	(44,222)	(43,687)	(535)	This reflects the use of reserves during the year (See Note 11 for details)
Unusable Reserves	(431,533)	(357,693)	(73,840)	Reflecting the decrease in the Pension Reserve and upward revaluation of assets (see Note 25)

Pension Liability

The common position for employers participating in the Strathclyde Pension Fund is that the IAS19 calculation, based on a snapshot valuation as at 31 March 2020, discloses a deficit, as a result of prevailing investment market conditions at that date. The liability relates to benefits earned by existing or previous employees up to 31 March 2020. These benefits are expressed in current value terms rather than the cash amount that will actually be paid out. This is to allow for the 'time value of money', whereby the value of cash received now is regarded as higher than cash received in, for example, ten years' time, since the money received now could be invested and would earn interest or returns during the ten years. The pension liability represents the best estimate of the current value of pension benefits that will have to be funded by East Renfrewshire Council. The pension liability can fluctuate significantly year on year and the table below shows the Council's pension liability over the last three years:-

	2019/20 £000	2018/19 £000	2017/18 £000
Pension Liability	(87,594)	(134,841)	(82,454)

Most of the changes each year can be attributed to the change in financial and demographic assumptions. Normally the change in discount rate assumption has the most significant financial impact on the pension liability. An increase in the net discount rate will decrease the assessed value of liabilities as a lower value is placed on benefits paid in the future, the opposite is also true, a decrease in the net discount rate will increase the liability. The discount rate at the year-end decreased marginally by 0.1% from 2.4% as at 31 March 2019 to 2.3% as at 31 March 2020, however along with other financial assumptions and a reduction in life expectancy, liabilities have decreased.



Management Commentary (cont'd)

The appointed actuaries remain of the view that the asset holdings of Strathclyde Pension Scheme and the contributions from employees and employers provide sufficient security and future income to meet future pension liabilities.

Further detail on pension estimates are included in Note 39

Treasury Management

The Council's net borrowing increased by £16.816m during the year. This reflects the funding of the capital programme and the repayment of borrowing and lease finance as shown in the Balance Sheet as follows:-

	31 March 2020 £000	31 March 2019 £000	Movement £000
Long Term Investments	262	271	(9)
Short term Investments	34,248	33,997	251
Cash & Cash Equivalents	36,139	30,140	5,999
Short Term Borrowing	(561)	(2,163)	1,602
Short Term Finance Lease	(4,864)	(4,732)	(132)
Long Term Borrowing	(114,226)	(87,788)	(26,438)
Long term Finance Lease	(83,837)	(85,748)	1,911

The Council's borrowing strategy is prepared in accordance with the Code of Practice on Treasury Management in Local Authorities. Further details are provided at Note 41. The Council regulates its capital spending limits within a prudential framework recommended by CIPFA and endorsed by the Scottish Government. Each year, the Council approves its capital financing requirement (CFR) for the forthcoming year, as part of the Treasury Management Strategy. The CFR is a prudent assessment of the external borrowings for capital investment purposes that are affordable and sustainable over the longer-term. The Council's gross external debt (including Finance leases) at the year-end was £202.693million (excluding effective interest), made available to the Council from various sources, the most significant of which was from the Public Works Loans Board. This compares with the CFR of £203.052 million (see Note 33) and demonstrates that external borrowing has only been undertaken for capital investment purposes which is reflective of the Council's Treasury Management Strategy to make use of internal funds and to minimise the exposure to investment risk. The Council's Treasury Management Strategy Report for 2019/20 can be found:

[Treasury Management Strategy Report 2019/20](https://www.eastrenfrewshire.gov.uk/media/1860/Council-Item-05-28-February-2019/pdf/Council%20Item%2005%20-%2028%20February%202019.pdf?m=637326695100770000)

[https://www.eastrenfrewshire.gov.uk/media/1860/Council-Item-05-28-February-2019/pdf/Council Item 05 - 28 February 2019.pdf?m=637326695100770000](https://www.eastrenfrewshire.gov.uk/media/1860/Council-Item-05-28-February-2019/pdf/Council%20Item%2005%20-%2028%20February%202019.pdf?m=637326695100770000)

Provision and Write-offs

The Council has provided £0.366 million in the Balance Sheet for eventualities which may have an impact on the financial position of the Council (see Note 24) and the reasons for the provisions made are outlined in the Note.

There was a write-off against bad debt provision during the year of irrecoverable debt due to the Council of £242.63k for Council Tax, £159.16k for Non-Domestic Rates and £364.66k of other debts which were approved by Cabinet.

Key Financial Ratios

The following table provides information regarding the financial performance of the Council in 2019/20 and the affordability of its ongoing commitments:-



Management Commentary (cont'd)

Financial Indicator	Commentary	2019/20 Actual	2018/19 Actual	
Reserves				
Uncommitted General Fund Reserve as a proportion of Annual budgeted Net Expenditure	Reflects the level of funding available to manage financial risk/unplanned expenditure. The Council's Reserves Policy is to aim where possible for 4% of the following years budgeted net expenditure which is considered appropriate in the context of the Council's financial and ongoing risk profile. More information is provided in the <i>General Fund Revenue Balances</i> section above.	3.8%	4.4%	
Movement in the Uncommitted General Fund Balance	Reflects the extent to which the Council is using its Uncommitted General Fund Reserve.	(8.6%)	4.2%	
Council Tax				
In-Year collection rate	Reflects the Council's effectiveness in collecting Council Tax debt and financial management. The Council continues to achieve high collection levels despite the current economic climate and its effect on the local economy.	97.47%	97.64%	
Ratio of Council Tax income to Overall Level of Funding	Reflects the Council's capacity to vary expenditure by raising Council Tax income, the only principal source of finance within Local Authority control. East Renfrewshire Council increased Council Tax bills by 3% in 2019/20.	22.1%	22.0%	
Financial Management				
Actual Outturn as a percentage of Budgeted Expenditure	How closely expenditure compares to the budget is a reflection of the effectiveness of financial management. This indicator is based on the format of the budget monitoring as reported throughout the year. More details are provided in the <i>Revenue Budget Performance</i> section above.	99.2%	98.2%	
Actual contribution (to)/from Unallocated General Fund Balance as a percentage of Budget.		1.2%	1.6%	
Treasury Management				
Financing Charges on the Council Tax	The amount the Council has paid, including principal, interest and expenses to meet the cost of capital investment and the interest rate applied.	£10.245m	£9.623m	
Financing Charges on the Housing Rents		£3.729m	£4.099m	
Average Loans Fund Interest Rate		3.74%	3.91%	
Debt/Long-term Borrowing		2019/20 Estimate	2019/20 Actual	2018/19 Actual
Capital Financing Requirement (CFR) for the current year	External debt levels are less than the CFR. This demonstrates that borrowing is for capital investment purposes only.	£216.633m	£203.052m	£188.78m
External Debt Levels for the current year		£222.740m	£202.693m	£179.63m



Management Commentary (cont'd)

Review

The Council's affairs have again been managed within its operational budget (see budget performance table above). All departments' outturn spend was within budget, with Directors taking early action to apply savings during 2019/20. The favourable outturn results from prudent management of staffing levels and non-filling of vacancies during the year, progression and early implementation of service reviews, staffing restructures and other efficiency measures as well as the maximisation of income receivable. As a result of effective financial management only £911k of reserves out of the budgeted £4,312k was required to balance the accounts. This will give the Council more flexibility to address the significant financial difficulties and uncertainties in coming years.

During the year investment in Education continued with the opening of the new Maidenhill Primary School. Major works continued to meet the Scottish Government's plan, ahead of the statutory duty to do so, to increase the level of early years care to 1,140 hours, helping families with the cost of childcare. As part of this programme new changing facilities at Crookfur and Overlee parks are also being built.

In addition work by the Health and Social Care Partnership to create an integrated centre for excellence for older people in East Renfrewshire were also underway at Bonnyton House.

Through the City Deal, work continued on a major £44m regeneration programme across the Council as part of our ten year capital investment plan.

In addition, the Council invested a further £3.627m of capital resources in improving our roads and street lighting.

4. Financial Outcomes and Key Risks

The Council maintains a Strategic Risk Register, reviewed weekly by the Corporate Management Team and reported twice yearly to the Audit and Scrutiny Committee. The report presented on 12 March 2020 can be found here: [Strategic Risk Register https://www.eastrenfrewshire.gov.uk/media/1053/Audit-and-Scrutiny-Committee-Item-04-12-March-2020/pdf/Audit_and_Scrutiny_Committee_Item_04_-12_March_2020.pdf?m=637273785326270000](https://www.eastrenfrewshire.gov.uk/media/1053/Audit-and-Scrutiny-Committee-Item-04-12-March-2020/pdf/Audit_and_Scrutiny_Committee_Item_04_-12_March_2020.pdf?m=637273785326270000)

The Council monitors risks closely, seeking to mitigate them so as to deliver its strategic aims. Risk registers are also maintained at departmental level and for major projects.

In common with all other organisations, we are affected by the current challenging conditions. The key risks for the Council are listed in the table below. Demographic pressures, financial constraints and Brexit issues continue to present risks to the Council's operations and from March 2020 the impact of the Covid-19 pandemic has also been flagged as a major risk.

KEY RISKS AND UNCERTAINTIES	
Risk	Mitigating Actions
Demographic pressures , particularly in relation to school pupils, people with Additional Support Needs and the elderly, cannot be accommodated within the Council's available financial and property resources.	The Council updates its demographic forecasts annually and these are used to inform both revenue and capital plans. Services are reviewed and redesigned with a view to increasing efficiency, and joint working across departments (e.g. Education, HSCP, Housing, Property and Planning) ensures focus on the most strategic issues.



Management Commentary (cont'd)

<p>Financial constraints restrict the Council's ability to provide the required range and quality of services, due to settlements not providing full funding for inflation and new burdens while, increasing ring-fencing of grants and limiting local flexibility. Forecasts of grant for the coming years indicate continuing reductions. Pressures relating to Covid-19 will exacerbate the position.</p>	<p>Medium to long term financial plans, a multi-year budget approach and close budget monitoring all assist in mitigating this risk. Financial Planning 2020-2026 https://www.eastrenfrewshire.gov.uk/media/1178/Council-Item-09-27-February-2020/pdf/Council_Item_09_-_27_February_2020.pdf?m=6372738281034700 Annual efficiency targets, service reviews, the Council's ambitious transformation programme and lobbying of Government are also used to reduce the threat.</p>
<p>Brexit will have a significant impact on a wide range of regulations affecting Councils. Details are not yet clear but there is potential for disruption in many areas including certain areas of the workforce, essential supplies, inflation and importing/exporting businesses.</p>	<p>The Council's Crisis Resilience Management Team was stood up to initiate the Council's preparations and liaise with national organisations. A Brexit Co-ordinator has been appointed and a Brexit Working Group & risk register established. National developments are being monitored, appropriate local communications issued and service specific training and mitigation put in place.</p>
<p>COVID-19 is a major risk across the Council with potential problems relating to staff availability, supply chain, service demands, financial pressures and building closures as well as significant impacts on public health, vulnerable residents and the local and national economy. These impacts are expected to affect both the Council's service provision and finances for at least the next year and will also impact on the Council's annual accounts for 2019/20, especially in relation to asset valuations. Further details of the Council's response can be found on page 24 of this document.</p>	<p>The Crisis Resilience Management Team and CMT met daily during the response phase of the crisis, with most buildings closed and staff working from home where possible. The Council agreed to implement emergency powers from 23 March. Updated business continuity plans are in place, as are enhanced communications and joint working locally and nationally. Risk registers have been established for both the response and recovery phases of the crisis and additional costs and Government funding are being closely monitored. In view of the anticipated longer term impact of the pandemic, the Council intends to review its medium to long term financial plans</p>

The Council's financial and outcome delivery plans are being updated to take account of the above risks and revised budgets, savings proposals and service plans will be agreed as the Council is approaching these difficulties as a part of a longer term financial strategy. This is set out in the Financial Planning paper approved by the Council on 27 February 2020 as part of the annual budget: [\(**Financial Strategy**\) \[https://www.eastrenfrewshire.gov.uk/media/1178/Council-Item-09-27-February-2020/pdf/Council_Item_09_-_27_February_2020.pdf?m=637273828103470000\]\(https://www.eastrenfrewshire.gov.uk/media/1178/Council-Item-09-27-February-2020/pdf/Council_Item_09_-_27_February_2020.pdf?m=637273828103470000\)](https://www.eastrenfrewshire.gov.uk/media/1178/Council-Item-09-27-February-2020/pdf/Council_Item_09_-_27_February_2020.pdf?m=637273828103470000)

This strategy is characterised through factors including making spending decisions based on an assessment of medium to long-term needs and consequences and seeking to avoid taking a short-term outlook in its policy making, service planning and budget setting decisions; the agreement of multi-year budgets; applying savings early and as soon as measures are identified; and ensuring that the Council priorities and the budget process remain aligned. The Council has also actively reviewed its reserves and factored some utilisation of these into its plans to address future financial difficulties.



Management Commentary (cont'd)

Risk Appetite

The term risk appetite describes our attitude towards the amount of risk that the Council is prepared to accept in trying to achieve our outcomes. The attitude towards risk can differ across our services, from risk averse to risk taking. Risk appetite is about taking well thought through risks where the long-term rewards are expected to be greater than any short-term losses.

Our approach is to minimise exposure to reputational, compliance and financial risk, whilst accepting and encouraging an increased degree of risk in pursuit of innovation and improved outcomes. It recognises that appetite for risk varies according to the activity undertaken, that acceptance of risk is subject always to ensuring that potential benefits and risks are fully understood before developments are authorised, and that sensible measures to mitigate risk are established.

The following diagram illustrates the Council’s risk tolerance levels across different areas of activity:

	Unacceptable to take risks					Higher willingness to take risks				
	1	2	3	4	5	6	7	8	9	10
Reputation	█	█	█							
Compliance	█	█	█							
Financial	█	█	█							
People and culture		█	█	█	█	█	█			
Operational services		█	█	█	█	█	█			
Major change activities				█	█	█	█	█	█	
Environmental and social responsibility			█	█	█	█	█	█		

The Annual Governance Statement, included in this Annual Report document, details the arrangements the Council has put in place for the proper governance of the Council’s affairs and for the management of risk. This Statement explains the system of internal control in place and sets out improvement actions to the governance framework identified from the Council’s ongoing review of these arrangements.

5. Supplementary Information

Private Finance Initiative/Public Private Partnership & Similar Contracts

The Council has two Private Finance Initiative contracts. The first, signed on 20 April 2000, is for the provision of school facilities for 25 years ending July 2026 and the second, signed on 30 April 2003, is for the construction and maintenance of the Glasgow Southern Orbital Road and the M77 extension for the 30 years ending April 2035. On 10 December 2004 the Council also signed a Public Private Partnership contract for the provision of further new and extended school facilities for the 25 years ending July 2031. On 21 March 2016 the Council signed a 25 year contract, ending August 2042, for the construction and maintenance of a replacement Barrhead High School delivered under the Scotland’s Schools for the Future programme non-profit distributing (NPD) model. More recently, in January 2020 the Council entered into a 25 year contract for waste recycling which utilises residual waste to obtain thermal gain. Details of all 5 projects are provided in Note 35 to the core financial statements.



Management Commentary (cont'd)

Group Accounts

The Council is represented on the Boards of the following companies that are limited by guarantee, have no share capital and have prepared their accounts on a going concern basis. It participates in these companies by means of Board membership and the provision of funding. The Council has not paid any consideration for its interests and thus there is no goodwill involved.

The inclusion of these entities in the Council's Group Accounts is in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom. Due to the inclusion of the Common Good, trust fund balances and the liabilities and assets carried by the entities, listed below, the Group Balance Sheet increases the Council's net worth by £21.946m. Details of these interests are listed within the notes to the Group Accounts.

Strathclyde Partnership for Transport
Strathclyde Concessionary Travel Scheme
Renfrewshire Valuation Joint Board
East Renfrewshire Culture & Leisure Trust
East Renfrewshire Integration Joint Board

Events During 2019/20

Core Systems

As part of its Modern Ambitious Programme (MAP) the Council planned to replace its core financial, payroll and human resources systems. A multi-disciplinary team including stakeholders from all services was established in summer 2018 to deliver this project. The Council's new financial ledger system was successfully implemented on 2 September 2019 and subsequent phases are now being developed to offer increased functionality and efficiencies. The Council's new Human Resources (HR) and payroll system was also scheduled to go live at the end of March 2020, but the Covid-19 pandemic prevented this from happening as social distancing and lockdown measures impacted on the availability of consultants and staff. The new HR/payroll launch will now be rescheduled for later in the year. Progress on all MAP projects is regularly reported to the Council's Corporate Management Team and will help the Council deliver its efficiency savings and transformation objectives.

Significant Trading Operations

The Local Government Scotland Act 2003 sets out the requirements for statutory trading accounts to be maintained for "significant" trading operations only. The Council after adopting the CIPFA/LASAAC criteria concluded that there are no services that can be classified as a significant trading operation.

Transfer of Budgets

During 2018/19 efforts were made to better align budgets to spending needs. Underspends identified were used to address both in year and future pressures, with £826k being carried forward to cover anticipated one off pressures in 2019/20.

Events after the Balance Sheet Date

Events from the Balance Sheet Date until the Date of Signing the Accounts have been taken into consideration. There are no significant post balance sheet events to report.



Management Commentary (cont'd)

COVID-19

Covid-19 was first confirmed in Scotland on 1 March 2020 and was declared as a global pandemic on 20 March 2020. The Corporate Management Team initiated daily meetings from 17 March and stood up the Crisis Resilience Management Team to oversee a tactical response. A Council meeting on 23 March set up an emergency committee of the three party leaders and agreed delegated powers for Directors. The country entered lockdown on the same day.

The Council worked very hard to maintain key services for those residents most in need, and had to prioritise the services we provide. Many of our staff still needed to be out in our communities serving the public. Our care at home, road gritting and refuse collection are just a few of the services that continued. In addition, to support the most vulnerable, the Council with the help of staff volunteers, set up some new initiatives.

New Initiatives

The Council and the Health & Social Care Partnership (HSCP) worked with and supported Voluntary Action East Renfrewshire (VAER) to establish a Community Hub connecting vulnerable and isolated households to a range of community supports (e.g. shopping service; welfare calls; prescription deliveries; and digital support) many of which are delivered by volunteers.

The Council was also asked by the Government to establish support arrangements for vulnerable local people including a 'shielding' service to support those with the most high risk medical conditions who were advised by the Chief Medical Officer to stay at home for at least 12 weeks in letters sent from 24 March.

We established a local helpline, email address, web content and social media encouraging 'shielding' residents to get in touch with the Council. We also proactively made phone calls to each 'shielding'

resident to discuss what support they had available from family and friends and assess any residual needs, including food, prescriptions and other support including befriending and digital support.

The Council's first shielding list was received at the beginning of April and it is expected that our supporting relationship with these residents will extend far beyond the initial 12 week period and is likely to be beyond 12 months.

Councils were also asked to handle their area's calls from a national helpline targeted at other vulnerable people affected by the implications of Covid-19 – these were defined as 'Group 2' (e.g. over 70s; pregnant people; those with other specified conditions).

Temporary food provision for the most vulnerable in our community was also established using our allocation from the Scottish Government's Food Fund, which also funds the Free School Meals, and food donated from FareShare. Our residents also benefited from donations to the Barrhead foodbank.

Impact on Services

On 20 March the Scottish Government announced that all schools and nurseries would be closed and the Council closed most other public buildings on 27 March. To support key workers and our most vulnerable children and young people, hub schools were set up across the authority. Working with *out of school* care providers and East Renfrewshire Culture and Leisure Trust, hub provision was also provided during school holidays. Pupils receiving free school meals before the lockdown continued to be supported. Closure of educational establishments impacted on income from areas such as school meals, wraparound care, instrumental music lessons and the sale of spare capacity on school



Management Commentary (cont'd)

transport (privilege passes). All school trips scheduled until at least the end of the 2019/20 school year were also affected resulting, potentially, in claims against the Council's travel insurance policy.

In planning for the reopening of schools/nurseries, implications of ongoing social distancing requirements are emerging including, for example, possible additional cleaning throughout the school day and new arrangements for school meal provision. This will impact on the delivery of approved savings but will also lead to new cost pressures.

The pandemic also affected how health and social care was provided to the most vulnerable in our community. The HSCP put in place its initial planning including a Local Resilience Management Team on 11 March 2020 and took early decisions to prioritise services, by adapting the Health and Care Centres that remained open, and by working with our partner organisations to ensure that appropriate levels of care and support were in place in our community. Focus was placed on continuing to provide essential care and support to those identified as most vulnerable or in the greatest need, with arrangements put in place for ongoing contact (by telephone, online or periodic visits) for those requiring lower levels of support. During the crisis period, the HSCP enhanced its collaborative working arrangements with partner providers, the third sector and community groups to ensure effective support continued in the community. Support to care homes was increased through daily contact with managers to discuss the issues they faced, gather information on the impact of Covid-19, and support joint working across care homes. New services were also set up including a Personal Protective Equipment (PPE) Distribution Hub and a Community Assessment Centre. A mobilisation plan was produced which detailed local responses to the pandemic within East Renfrewshire and also took account of the impact across NHS Greater Glasgow and Clyde. The impact of this pandemic will have longer term implications for the way the HSCP delivers some of its services and work has started to scope this through a recovery planning process.

In addition, following Government guidance on social distancing East Renfrewshire Culture & Leisure Trust also closed its venues and on 29 April decided to apply for the Government's Job Retention Scheme for the majority of its staff.

Additionally, the Housing Revenue Account has been affected by Covid-19. Key factors being an increase in rent arrears and a reduction in capital income earned. The final effects of the former are dependent on the extent to which our tenants are impacted by external factors, e.g. the provision of additional Scottish Welfare Funding, and are still to be determined. Currently reserves are sufficiently strong which provides an element of comfort for the HRA.

The Capital Programme has also been impacted by the pandemic with delays being experienced across the plan. The Council will continue to monitor the effects and consider the impact of any additional costs on future plans.

Support provided to businesses

To help support local businesses the Scottish Government provided additional funding, managed by local Councils. This included the relaxation of Non Domestic Rate payments for retail, hospitality and leisure properties for a period of one year and the provision of grants to small businesses and to those that have recently registered as being self-employed. However, where the Council acted as an agent for the Scottish Government these costs along with the funding received are not reflected in the Consolidated Income & Expenditure Statement.

The Council was also committed to supporting local suppliers and partner providers, particularly supporting those businesses delivering public services necessary to tackle Covid-19. By following the Government's procurement guidance (Scottish Procurement Policy Note 5) payments were made to



Management Commentary (cont'd)

suppliers, once they had exhausted all other avenues of support, to ensure service continuity during and after the outbreak.

In line with national agreements, payments were made e.g. to Early Learning and Childcare partner providers and Strathclyde Partnership for Transport during the closure period.

Risks

In order to monitor the risks associated with the pandemic, the Corporate Management Team established a risk register which was updated regularly. The greatest threat reported was the possibility of significant staff absences as a result of self-isolation, infection or caring requirements impacting on the delivery of critical services. To mitigate this the council established a Volunteering Sub Group to enable internally available officers to be redirected to critical services. This allowed services impacted by staff shortages through absence or requiring additional staff to support increased workload to request assistance. Employees came forward to register interest and support for these opportunities and this has allowed the Council to continue to operate key services during this time.

In addition, with the introduction of lockdown, measures were put in place for as many employees as possible to work from home, and with Safe Systems of Working put in place for all others. Manager and employee guidance was issued and updated to support these new ways of working ensuring all changes to guidance were reflected. During this time regular calls with the Trade Unions have been held to ensure ongoing engagement.

The issues in terms of workforce availability and confidence were crucial. The Human Resources Case Management team worked with members of the Environment Business Intelligence team to create an Absence Dashboard which allowed managers to access information on who in their team was affected due to the illness, was self-isolating and had underlying health conditions. Managers updated this data on a daily basis to allow assessments of the workforce to be made, to understand the implications for delivering essential services and also to maintain contact and support for those unable to attend work. Collation of absence information at a national level helped to inform

discussions between senior leaders in the Society of Local Authority Chief Executives (SOLACE), the Convention of Scottish Local Authorities (COSLA) and the Scottish Government regarding the impact of Covid-19 on service provision, and the key staffing issues that require some form of national consideration.

The absence rate as a result of Covid-19 including employees reporting sick, isolating, absent with caring responsibilities and non-essential employees at home unable to work from home averaged below 10% of the total workforce. This situation was monitored very closely to ensure continuation of critical frontline services during these difficult times.

During this period the Council along with the HSCP appointed Wellbeing Champions to ensure that communications on how to manage different ways of working and how to look after your physical and mental health were shared widely with both managers and employees. Messages were promoted proactively across the council advising employees of the many different supporting mechanisms accessible to them.

A further high risk related to the concern that PPE required for critical functions would be unavailable or in limited supply which could impact on safe ways of working and efforts to protect officers and the public against the spread of the virus. To mitigate this a standalone PPE sub group was established which looked at availability and purchasing of equipment. They worked proactively to understand the Council's weekly demands across Services, working closely with our suppliers, and participating in coordination activities with key partners such as Scottish Government, Scotland Excel, SOLACE



Management Commentary (cont'd)

Scotland, NHS, National Support Services (NSS) and COSLA. Unprecedented global changes in the PPE supply chains made satisfying demands in this area particularly challenging. By working with all services, suppliers and partners the Council was able to respond without delay to secure the resources required and put processes in place to manage demand, stock and lead times ensuring resilience and capacity in this area.

Funding

Government funding to assist Councils in responding to the outbreak has been announced, however there is a risk that pressures facing Councils may not be fully funded by Government grants. These pressures include additional costs incurred, reductions in income generated and planned savings achievable. Increases in the average loans fund interest rate are also anticipated with reductions in cash flows to the Council resulting in short term investments with lower yields. The position is being closely monitored and budget plans for 2020/21 and beyond will have to be reviewed accordingly, together with the Council's policy for the utilisation of reserves. As the multi-year grant settlements anticipated from the Scottish and UK Governments from 2021/22 onwards are now unlikely to be announced this year, the Council will also have to review its planned approach of setting a detailed 3 year budget. A report to Council on 24 June 2020 will address these issues and we will continue to work with COSLA and the Scottish Government to ensure that future financial plans align and take cognisance of the new financial pressures faced.

Valuation of Council Assets

The pandemic will inevitably impact on the valuation of assets reported in these accounts. Less weight to previous market evidence for comparison purposes can be given to inform opinions on values as an unprecedented set of circumstances exist on which to base judgement. In this regard the Property Plant & Equipment revaluations (shown in detail in Note 15) do not reflect the consequences of the prevailing Covid-19 pandemic and its influence on the property market and wider economy which are anticipated to be significant. The Council will keep these valuations under frequent review over coming months in accordance with guidance from the Royal Institute of Chartered Surveyors.

Restoring the Council

The Council has established a Recovery Group to lead on the short and medium term plans for restoring Council services whilst maintaining social distancing and protecting the most vulnerable residents and staff. The Corporate Management Team are developing medium to long term renewal plans to allow the Council to return to a "new normal" as the position evolves.

The outlook for future service provision will likely be a prolonged period, until a vaccine becomes available, when social distancing must be maintained and the range of Council services is only gradually restored as Safe Systems of Working are identified and implemented. Building capacity will be significantly reduced, by as much as two thirds, and restrictions will be imposed on how many staff or pupils can access offices or schools at once. Staff able to work from home will be expected to do so for as long as possible, so as to prioritise building for those staff who cannot work remotely. There will be increased reliance on ICT equipment and digital capability and the CRMT and Recovery & Renewal Groups are already considering this. Additional demands on the Council in supporting our most vulnerable residents during the pandemic will also continue into the future until a vaccine is in place. This will mean ongoing pressure on both staff and financial resources.

6. Where to Find More information

In this Document - Requirements governing the format and content of Local Authorities' annual accounts are contained in the Code of Practice on Local Authority Accounting in the United Kingdom



Management Commentary (cont'd)

(the Code). An explanation of the financial statements which follow and their purpose is shown at the top of each relevant page. A glossary of terms at the end of this document provides an explanation of the main terms used.

On Our Website - Further information on the Accounts can be obtained on the Council's website <https://www.eastrenfrewshire.gov.uk/how-we-spend-money> or from Accountancy Services, Council HQ, Eastwood Park, Rouken Glen Rd, Giffnock G46 6UG. All links referred to in the accounts are not subject to External Audit Scrutiny.

Acknowledgement

I wish to record my thanks to staff in all departments for their co-operation in producing the Annual Accounts in accordance with the prescribed timescale. In particular the efforts of my own Accountancy Services staff are gratefully acknowledged.

Margaret McCrossan CPFA
Head of Accountancy
(Chief Financial Officer)

Councillor Tony Buchanan
Leader of the Council

Lorraine McMillan
Chief Executive



Statement of Responsibilities

PURPOSE: This statement sets out the Council's responsibilities and those of the Chief Financial Officer

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). In this Authority, that officer is the Head of Accountancy (Chief Financial Officer)
- Manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets.
- Ensure 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 will be approved for signature by the Council on 26 November 2020

Signed on behalf of East Renfrewshire Council
Councillor Tony Buchanan
Leader of the Council
26 November 2020

The Head of Accountancy (Chief Financial Officer) Responsibilities

The Head of Accountancy (Chief Financial Officer) 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 Annual Accounts, the Head of Accountancy (Chief Financial Officer) has:

- selected suitable accounting policies and then applied them consistently;
- made judgements and estimates that were reasonable and prudent;
- complied with legislation;
- complied with the local authority Accounting Code (in so far as it is compatible with legislation)

The Head of Accountancy (Chief Financial Officer) has also:

- kept proper accounting records which were up to date;
- 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 local authority and its group at the reporting date and the transactions of the local authority and its group for the year ended 31 March 2020.

Margaret McCrossan, CPFA,
Head of Accountancy (Chief Financial Officer)
26 November 2020



Annual Governance Statement 2019/20

East Renfrewshire Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards. We ensure that public money is safeguarded and properly accounted for and that our resources are used economically, efficiently and effectively.

In discharging this accountability, our elected members and senior officers are responsible for putting in place proper arrangements for the governance of our business and the stewardship of our resources and assets. As part of this responsibility we review and adopt a Code of Corporate Governance annually.

The Code is built around these seven principles:

- A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
- B. Ensuring openness and comprehensive stakeholder engagement
- C. Defining outcomes in terms of sustainable economic, social, and environmental benefits
- D. Determining the interventions necessary to optimise the achievement of the intended outcomes
- E. Developing the entity's capacity, including the capability of its leadership and the individuals within it
- F. Managing risks and performance through robust internal control and strong public financial management
- G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability.

An update on progressing the actions in the Code of Corporate Governance for 2019/20 has been undertaken. Four of the five actions are complete and the completion date for one action, on developing the new Digital Customer Experience, has been revised to March 2021. This is as a result of new priority areas of work taking precedence during the COVID-19 crisis. This action will be carried forward to the 2020/21 code. An update on progressing the improvement actions in last year's code is available on the Council website or via this [link](https://www.eastrenfrewshire.gov.uk/code-of-corporate-governance) (<https://www.eastrenfrewshire.gov.uk/code-of-corporate-governance>)

For further information contact the Strategic Services Team, Eastwood Headquarters, Rouken Glen Road, Giffnock, Glasgow G46 6UG (Telephone 0141 577 3162/3075).

The impact of responding to COVID-19 has also meant that the development of the 2020/21 action plan has been delayed for a few months and will be considered by the Audit and Scrutiny Committee at a future meeting, date as yet to be confirmed. On completion, the new code will be available on the Corporate Governance section of the Council website.

The Council has also established various subsidiaries and associates to deliver services more effectively. While these organisations are required to implement their own organisational governance and management arrangements and structures, they also form part of the overall governance environment of the Council group.

Compliance with the Code

This statement outlines East Renfrewshire Council's level of compliance with the code and also how the Council meets the Code of Practice on Local Authority Accounting in the UK based on International Financial Reporting Standards which details the requirements for an Annual Governance Statement.

During 2019/20 we have reviewed the system of internal control and have put in place the appropriate management and reporting arrangements to ensure our approach to corporate governance continues to be adequate and effective in practice.



Annual Governance Statement 2019/20 (cont'd)

The purpose of the governance framework

The governance framework comprises the systems, processes, culture and values by which we control our processes and engage with our residents and communities. It enables us to monitor the progress we have made towards achieving our strategic outcomes and to consider whether those outcomes have led to the delivery of appropriate, cost-effective services.

Our system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable assurance of effectiveness. Our system of internal control is based on an ongoing process designed to identify and prioritise the risks to achieving our outcomes, policies, aims and objectives; to evaluating the likelihood of those risks being realised and the impact should they be realised; and to managing them efficiently, effectively and economically.

Our system of internal financial control is based on a well-established framework of regular management and performance information, financial regulations, administrative procedures, management supervision, and a system of delegation and accountability. Regular reviews of information and systems within this framework are undertaken by our managers.

The system includes –

- A clear strategic direction set out in our Vision for the Future, supported by a set of values and five organisational capabilities.
- Sound financial management arrangements which comply with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government.
- Clear roles and responsibilities for the Corporate Management Team (CMT) and elected members with well-defined delegation arrangements.
- A statutory section 95 officer and a Chief Financial Officer for East Renfrewshire Health and Social Care Partnership (HSCP) Integration Joint Board.
- An Audit and Scrutiny Committee which provides a robust and effective level of scrutiny and challenge.
- High standards of budgeting, monitoring and reporting.
- Regular reviews of periodic and annual financial reports which indicate both financial performance and actual expenditure against forecasts
- Clearly defined capital expenditure guidelines.
- Matching of asset base to Council objectives in terms of suitability and sustainability and supported by appropriate asset management plans overseen by the Corporate Asset Management Group.
- Well embedded and systematic approach to risk management.
- Well-developed corporate performance management arrangements with regular reports to the Corporate Management Team and Council. Performance management reports are also published on the Council's website.
- Procedures in place to help members and employees comply with relevant codes of conduct and policies
- The provision of extensive training and development opportunities for all elected members and employees

A governance framework has been in place at East Renfrewshire Council for the year ended 31 March 2020 and up to the date of approval of the Statement of Accounts.

Impact of Covid-19

The Council's ability to deliver on our objectives has of course been impacted by the Covid-19 pandemic.



Annual Governance Statement 2019/20 (cont'd)

A meeting of Council was held on 23 March where it was agreed that Directors should exercise delegated powers and that an emergency committee of the three party leaders would be set up to take any other decisions that may be required.

The Council has had to take measures to ensure that our Critical Services can continue to function to an acceptable level while balancing the need to protect our officers and comply with a national lockdown. The Council has prioritised critical services, in particular those which:

- Are life & limb critical
- Support a life & limb protection
- Support NHS activity
- Protect the most vulnerable community members

Additionally, Covid-19 has brought new work streams to the Council. Officers carrying out regulatory functions support enforcement activity in relation to business closures and their compliance with social distancing under The Health Protection (Coronavirus) (Restrictions) (Scotland) Regulations 2020.

The requirements of Shielding and supporting vulnerable community members has witnessed significant levels of engagement and support offered to thousands across East Renfrewshire. Our Education establishments have flexed to the challenge of supporting key workers across the area, including during the traditional Easter break period. All services have faced challenges and pressures, arising from staff self-isolating, social distancing or working from home.

In meeting the challenges of Covid-19 there has been substantial levels of internal volunteering, with our officers utilising their skills to support the community.

Undoubtedly the restoration of services will present challenges to the Council. Many of our buildings have been closed and staff displaced. We will be governed to an extent by the UK and Scottish Government's positions and support. Services will be restored when it is safe to do so, and with due consideration to any ongoing Covid response work to support vulnerable community members. We recognise that recovery and restoration will not be a quick process, and will continually consider our short, medium and longer term objectives; this will allow us to recognise the disruption and consequences arising from the pandemic, while actively considering solutions to the challenges they present.

We will use the learning from the response and recovery / restoration from Covid to assess the way we work and deliver services in the future.

Committee Services after due consideration reintroduced Council meetings from June.

Review of effectiveness

We have responsibility for conducting, at least annually, a review of the effectiveness of our governance framework including the system of internal control. The review of the 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 Internal Auditor's annual report, and also by comments made by external auditors and other scrutiny agencies, regulators and inspectorates.

Internal Audit is our independent appraisal function established for the review of the internal control system as a service to the organisation. The service objectively examines, evaluates and reports on the adequacy of our internal control as a contribution to the proper, economic, efficient and effective use of the Council's resources.



Annual Governance Statement 2019/20 (cont'd)

The Internal Audit service operates in accordance with the Public Sector Internal Audit Standards (PSIAS). The service undertakes an annual programme of work approved by the Audit and Scrutiny Committee based on a five year strategic plan. The strategic plan is based on a formal risk based audit needs assessment which is revised on an ongoing basis to reflect evolving risks and changes within the Council. The Chief Internal Auditor provides an independent opinion on the adequacy and effectiveness of the system of internal control.

All our elected members and officers are committed to the concept of sound governance and the effective delivery of services. The Audit and Scrutiny Committee perform an effective scrutiny and challenge role in relation to the application of the Code of Corporate Governance and regularly monitor the performance of the Council's Internal Audit service and strategic risk management arrangements.

The results of reviewing the effectiveness of the governance framework are reported to the Audit and Scrutiny Committee and a plan to address any weaknesses and ensure continuous improvement of systems is in place.

The results of Internal Audit's progress against the annual plan for 2019/20 was reported to the Audit and Scrutiny Committee. The 2019/20 internal audit plan was substantially completed with 86% of all planned outputs delivered except for five audits which were started but could not be completed due to Covid-19 restrictions and these have been carried forward for completion within the 2020/21 audit plan.

During 2019/20 the internal audit service operated in accordance with relevant professional audit standards and the Public Sector Internal Audit Standards. The internal audit arrangements comply with the governance requirements of the CIPFA statement: 'The Role of the Head of Internal Audit in Public Organisations (2019)'. The Chief Internal Auditor's opinion as reported to the Audit and Scrutiny Committee, confirmed: "Owing to Covid-19 and the resultant enforced remote working from March 2020 onwards, completing audits from the 2019/20 audit plan became particularly challenging for the audit team. All planned 2019/20 audits have been completed with the exception of five audits which had been started but could not be completed. These are unlikely to have materially affected the annual assurance statement and annual opinion. It is therefore my opinion that reasonable assurance can be placed upon the adequacy and effectiveness of the Council's framework of governance, risk management and internal control for the year ended 31 March 2020."

The improvement activities listed in the previous Annual Governance Statement were progressed as follows:

- *Review of council values with stakeholder engagement resulting in the launch of updated council values which will be embedded through the provision of toolkits and briefings;*
 - Vision for the Future, which sets out the long-term vision and direction for the Council, was approved in February 2020.
- *The new "Anti-Fraud, Bribery and Theft" Strategy has been prepared for consideration by Corporate Management Team and an annual report on fraud will be submitted for approval in 2020 to ensure full compliance;*
 - The "Anti-Fraud, Bribery and Theft Strategy", prepared in line with the CIPFA "Code of Practice on Managing the Risk of Fraud and Corruption" was approved by the Corporate Management Team in August 2019. The first annual "Fraud Statement" providing an update on work to address fraud, bribery and theft within the Council, had been due to be considered by the Audit and Scrutiny Committee but has been delayed due to the current Covid-19 situation.
- *Engagement of internal and external stakeholders for input into design of customer processes for implementation of new Customer Experience system and Council website;*



Annual Governance Statement 2019/20 (cont'd)

- This is ongoing as part of the Digital Customer Experience Programme, including involvement of customers and use of service design approaches.
- *The current Performance Review and Development (PRD) scheme has been re-developed to move to Quality Conversations and promote a more open and constructive discussion between employees and managers with briefing sessions ongoing.*
 - The new Quality Conversations scheme involving an annual conversation between individual staff and their managers and regular 1-2-1 and team check-ins is now embedded across the Council. A series of briefing sessions were held to support the roll out of the scheme.
- *A new finance, payroll and HR system will be implemented, giving a higher level of control of the Council's finances.*
 - This new finance system was implemented successfully enabling a higher level of control of the Council's finances by managers. Implementation of the HR/Payroll element is ongoing
- *An inspection by the Care Inspectorate of our council-run Care at Home service highlighted a number of concerns and areas for improvement*
 - The redesign and improvement plan for the Care at Home service is ongoing and includes all Care Inspectorate requirements. The programme is led by the Chief Officer and the programme oversight board is chaired by the Council's Chief Executive. Membership includes staff side, human resources, legal services, the Chief Social Work Officer and the Intensive Services Manager and Programme Manager. A Report on progress, timelines and key milestones is also taken to each meeting of the Integration Joint Board.
- *Review of the employee Code of Conduct.*
 - The full review in relation to the Code of Conduct was completed on schedule in September 2019.

Other key achievements during 2019/20 included:

- Review of Council Values completed
- Best Value Assurance report action plan was closed in April 2019.
- Online programme reporting established for the Modern Ambitious Programme (MAP) and City Deal.
- Progress on equalities and human rights mainstreaming outcomes 2017-21 was reported in April 2019.
- Local Government Digital Office completed a Digital Maturity Assessment of East Renfrewshire's progress and a Digital Board was established for governance of the digital programme.
- Local Government Benchmarking data reported to Cabinet in March 2020.

Key actions planned relating to governance for 2020/21 are:

- Vision for the Future was approved by Council in February 2020, prior to the implications of Covid-19. It sets a long-term vision and direction for the Council, but goes wider than that into a vision for the area. Vision for the Future was not designed to be a detailed set of costed proposals; rather it was the beginning of a long-term conversation to explore what life means to local residents; their future ambitions for the area; what the notion of what 'community' looks like in the 2020s and what climate change may mean and how people would like to be involved. There are strong links to the Community Empowerment agenda and to the development of Local Development Plan 3. Vision for the Future will now be developed in tandem with conversations on the theme of 'renewal' post-COVID and the document itself will iterate over time as the context shifts over the next months.



Annual Governance Statement 2019/20 (cont'd)

- Given the new demands on the Council in terms of response, recovery and renewal, the ODP for 2020-23 has been developed to reflect current thinking on priorities and capacity, with a view towards recovery and renewal post-Covid. It is acknowledged that this is an unprecedented time and there may need to be in-year reprioritisations dependent on new requirements and priorities. The Council has been kept regularly updated on the Council's COVID response and its implications.
- Implement new HR/Payroll system. A new payroll and HR system will be implemented, Parallel runs are being undertaken to ensure that payroll payments are replicated in the new system. The new system has an audit module which will allow appropriate oversight of transactions within the system.
- The Council Tax and Benefits system is being replaced during 2020/21 to improve the digital and customer experience. With improved automation and significant focus on governance and control throughout the project implementation opportunities to reduce manual intervention and enhance the control environment will be realised during 2021 and beyond.
- Establish a data and strategic insight programme for governance by the Digital & Data Board. This will improve corporate data governance and strategic use of data and information, bringing benefits in terms of streamlined business processes, opportunities for automation, performance dash boarding and early intervention.
- Embed new programme reporting approach into Capital project monitoring for 2020/21 to ensure that senior leaders and project managers have an improved overview of the progress of Capital projects and the reasons for any variances, beyond the standard financial reporting.
- Biennial progress report on equality and human rights due in 2021.
- As part of our Community Empowerment responsibilities and our commitment to continuous improvement, there has been a focus on developing in-house skills in user research and service design as part of our change programmes so that customers are involved in the design and improvement of our processes from the earliest stage and have the opportunity to improve the end-to-end customer journey, which will in turn help deliver better customer experience and efficiencies.
- Due to COVID-19, the Council's planned Community Choices participatory budgeting events, where local communities have the chance to vote on schemes/groups/projects in their local area, could not go ahead in March 2020. The Council is currently working with 'Linking Communities' the local co-ordinating group to reschedule these events in 2021.
- The Council's Information Governance Framework is being refreshed to improve our use of data and information, clarifying roles and responsibilities, policies and procedures and ensuring this is embedded in a sound foundation of training and awareness-raising to minimise risk and improve the management of information throughout its lifecycle.
- Developing a new Climate Change Strategy. Ahead of COP 26 being hosted in Glasgow in November 2021, the Council will develop and adopt a Climate Change Strategy and Action Plan which will identify priority themes for action and define a roadmap to meeting the national 2040 net-zero carbon target. A cross party/council working group will shape this, with contribution and consultation with our key partners and communities.



Annual Governance Statement 2019/20 (cont'd)

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

Under the Code we are required to state whether we comply with the CIPFA statement on the role of the Chief Financial Officer in Local Government and, if not, to explain how our governance arrangements deliver the same impact. The full statement is:-

The Chief Financial Officer in a public service organisation:

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

To deliver these responsibilities the Chief Financial Officer:

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

The Council considers that it is fully compliant with the above statement.

Assurance

We consider that the governance and internal control environment operating during 2019/20 provided reasonable and objective assurance that any risks impacting on the achievement of our strategic outcomes were identified, and appropriate actions were taken.

Looking ahead well-established systems remain in place to review our governance and internal control environment. We will continue to review our corporate governance arrangements and closely monitor progress on the key improvement actions to support our ultimate aim: making people's lives better in East Renfrewshire.

Cllr Tony Buchanan
Leader of the Council

L. McMillan
Chief Executive
On behalf of East Renfrewshire Council



Remuneration Report

Remuneration Report

This statement provides information on the remuneration and pension benefits for the senior officers and members of East Renfrewshire Council.

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 require local authorities in Scotland to prepare a Remuneration Report as part of the annual statutory accounts.

All information disclosed in sections 3 to 7 in this Remuneration Report will be 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, Provost and Senior Councillors.

The remuneration of councillors is regulated by the Local Governance (Scotland) 2004 (Remuneration) Regulations 2007 (SSI No 2007/183). The Regulations provide for the grading of councillors for the purposes of remuneration arrangements, as either the Leader of the Council, the Provost, Senior Councillors or Councillors. The Leader of the Council and the Provost cannot be the same person for the purposes of payment of remuneration. A Senior Councillor is a councillor who holds a significant position of responsibility in the Council's political management structure.

When determining the level of remuneration for councillors the Scottish Ministers consider the recommendations of the Scottish Local Authority Remuneration Committee (SLARC). SLARC is an advisory Non-Departmental Public Body set up in 2005 to advise Scottish Ministers on the remuneration, allowances and expenses incurred by local authority councillors.

The salary that is to be paid to the Leader of the Council is set out in the Regulations. From 1 April 2019 the maximum annual salary for the Leader of East Renfrewshire Council was £29,119. The Regulations permit the council to remunerate one Provost and set out the salary that should be paid.

The Regulations also set out the remuneration that may be paid to Senior Councillors and the total number of Senior Councillors the Council may have. The maximum yearly amount that may be paid to a Senior Councillor is 75 per cent of the total yearly amount payable to the Leader of the Council. The total yearly amount payable by the Council for remuneration of all of its Senior Councillors shall not exceed £176,892. The Council is able to exercise local flexibility in the determination of the precise number of Senior Councillors and their salary within these maximum limits.

In 2019/20 East Renfrewshire Council had 8 Senior Councillors, which is one less than the maximum number permitted within the regulations, and the annual remuneration paid to these councillors totalled £174,720. The Regulations also permit the Council to pay contributions or other payments as required to the Local Government Pension Scheme in respect of those councillors who elect to become councillor members of the pension scheme.

The scheme which encompasses the salaries of all elected members including the Leader, Provost and Senior Councillors was agreed at a meeting of the full council on 28 February 2019 and is available at:

https://www.eastrenfrewshire.gov.uk/media/1868/Full-Council-Meeting-item-14/pdf/Council_Item_14_-_28_February_2019.pdf?m=63734745224460000



Remuneration Report (cont'd)

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 circular, CO/150 sets the salary levels for the Chief Executive for the period 2019/20.

3. Remuneration of Senior Employees

The Council has interpreted Senior Employees as including the Chief Executive, those staff reporting directly to the Chief Executive and any individual receiving more than £150k in year (excluding pension costs). In addition, the guidance states that the Chief Executive of any subsidiary body should also be included, and in this regard the Chief Executive of East Renfrewshire Culture & Leisure Trust, whose salary is set by the Trust's Board, has been included. The remuneration paid to senior employees, including additional payments for election work, is set out in the following table. Generally senior employees are reimbursed for election work within the relevant financial year, however, payments made to the Chief Executive are phased as indicated below:-

2018/19	No elections took place
2019/20	European Parliamentary Elections, 23 May 2019 UK Parliamentary Elections, 12 December 2019

**Remuneration Report (cont'd)**

		Salary, Fees and Allowances	Election work	Compensation for loss of office	Taxable Expenses and Allowances	Total
		£	£	£	£	£
Lorraine McMillan (Chief Executive)	2019/20 2018/19	119,679 116,239	5,003 -	- -	- -	124,682 116,239
Mhairi Shaw (Director of Education)	2019/20 2018/19	109,321 106,156	- -	- -	4 -	109,325 106,156
Julie Murray (Chief Officer of East Renfrewshire Integration Joint Board)	2019/20 2018/19	110,954* 107,767*	- -	- -	- -	110,954 107,767
Kate Rocks (Chief Social Work Officer)	2019/20 2018/19	88,997* 86,460*	- -	- -	- -	88,997 86,460
Andrew Cahill (Director of Environment)	2019/20 2018/19	109,315 106,175	- -	- -	- -	109,315 106,175
Margaret McCrossan (Head of Accountancy/ Chief Financial Officer)	2019/20 2018/19	97,473 94,694	230 -	- -	- -	97,703 94,694
Caroline Innes (Deputy Chief Executive)	2019/20 2018/19	109,315 106,175	355 -	- -	- -	109,670 106,175
Gerry Mahon (Chief Officer – Legal and Procurement)	2019/20 2018/19	77,166 74,971	355 -	- -	- -	77,521 74,971
Michelle Blair (Chief Auditor)	2019/20 2018/19	55,225 53,658	405 -	- -	- -	55,630 53,658
Anthony McReavy (Chief Executive Culture & Leisure Trust)	2019/20 2018/19	84,759 82,341	- -	- -	10 -	84,769 82,341

* This salary is funded jointly with NHS Greater Glasgow and Clyde



Remuneration Report (cont'd)

4. Remuneration of Senior Councillors

Name (A)	Position Held (B)	Notes	Salary - Payments made by Council			Re-imbusement of Members Expenses							Total Salary Expenses 2019/20 (E + M) (N) £	Total Salary Expenses 2018/19 (O) £	
			Gross Allowance (C) £	Less Recharge to External Bodies (D) £	Net Allowances Paid (E) £	Car & Van Expenses - Reimbursed (F) £	Other Travel Expenses - Reimbursed (G) £	Other Travel Expenses Paid Directly (H) £	Subsistence & Meals Expenses Reimbursed (I) £	Training & Conference Expenses Reimbursed (J) £	Training & Conference Expenses Paid Directly (K) £	Telephone & ICT Expenses Paid Directly (L) £			Total Expenses (F to L) (M) £
Buchanan	Leader of the Council		29,119	0	29,119	82	29	0	0	0	544	159	814	29,933	29,453
Convery	Chair of Licensing Committee		21,840	0	21,840	0	0	0	0	0	0	66	66	21,906	21,209
Cunningham	Deputy Provost	2	21,840	0	21,840	0	0	0	0	0	0	180	180	22,020	21,422
Devlin	Convener for Housing & Maintenance Services		21,840	0	21,840	0	0	0	0	0	0	349	349	22,189	21,511
Fletcher	Provost		21,840	0	21,840	0	0	2,996	0	0	0	212	3,208	25,048	24,224
Ireland	Chair of Planning Applications/Local Review Body		21,840	0	21,840	0	0	8	0	0	0	66	74	21,914	21,215
Lafferty	Convener for Environment		21,840	0	21,840	0	0	0	0	0	0	215	215	22,055	21,391
Merrick	Convener for Community Services and Community Safety		21,840	0	21,840	0	0	61	0	0	0	48	109	21,949	21,189
Miller	Chair of Audit Committee		21,840	0	21,840	0	0	14	0	0	0	71	85	21,925	21,246
O'Kane	Convener for Education and Equalities	1	21,840	0	21,840	0		61	0	0	544	78	683	22,523	21,765
Sub total	Senior Councillors		225,679	0	225,679	82	29	3,140	0	0	1,088	1,444	5,783	231,462	224,625
	All other Councillors		139,760	0	139,760	512	102	0	0	20	544	1,947	3,125	142,885	138,908
	Total		365,439	0	365,439	594	131	3,140	0	20	1,632	3,391	8,908	374,347	363,533

Notes: The undernoted receive remuneration as representatives of the Council on outside bodies.

1. Cllr O'Kane receives payment directly from Association for Public Service Excellence (APSE) in his position as the Chair of the Transport and Mechanical Services Group. For further details refer to www.apse.org.uk
2. East Renfrewshire Council leases a car for civic duties. The total cost of the car is £3,048. A proportion of these costs relate to Lord Lieutenant's use.



Remuneration Report (cont'd)

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.

For local government employees a final salary pension scheme operated until 31 March 2015. This means that pension benefits were based on the final year's pay and the number of years that person has been a member of the scheme. However, from April 2015 the pension salary will be calculated on a career average salary and the accrued rate will be based on 1/49th of this calculation and years of pensionable service.

There is no automatic entitlement to a lump sum. Scheme members may opt to give up (commute) pension for a lump sum up to the limit set by the Finance Act 2004. Prior to 1 April 2015, the accrual rate guaranteed a pension based on 1/60th of final pensionable salary and years of pensionable service. (Prior to 2009 the accrual rate guaranteed a pension based on 1/80th and a lump sum based on 3/80th of final pensionable salary and years of pensionable service).

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 scheme's normal retirement age for both councillors and employees is their state retirement age.

From 1 April 2009 a six 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 scheme members' contribution rates for 2019/20 and 2018/19 are as follows:-

Actual Pensionable pay	Contribution rate 2019/20	Actual Pensionable Pay	Contribution rate 2018/19
On pensionable pay up to and including £27,697	7.2%	On pensionable pay up to and including £27,697	7.2%
On pensionable pay £27,698 to £37,284	8.7%	On pensionable pay £27,698 to £37,284	8.7%
On pensionable pay £37,285 to £44,209	9.7%	On pensionable pay £37,285 to £44,209	9.7%
On pensionable pay £44,210 to £58,590	10.4%	On pensionable pay £44,210 to £58,590	10.4%
On pensionable pay £58,591 to £79,895	11.5%	On pensionable pay £58,591 to £79,895	11.5%
On pensionable pay above £79,896	11.9%	On pensionable pay above £79,896	11.9%

If a person works part-time their contribution rate is worked out on the whole-time pay rate for the job, with actual contributions paid on actual pay earned.

The pension entitlements of Senior Employees for the year to 31 March 2020 are shown in the table below, together with the contribution made by the Council to each Senior Employee's pension during the year.

**Remuneration Report (cont'd)**

The pension figures shown relate to the benefits that the person has accrued as a consequence of their total local government service, and not just their current appointment, including any service with a Council subsidiary body.

Name and Post Title	In Year Pension contribution		2019/20 Accrued Pension Benefits		Change in Accrued Pension Benefits since 31 March 2019	
	2019/20	2018/19	Pension	Lump Sum	Pension	Lump Sum
	£	£	£	£	£	£
Lorraine McMillan (Chief Executive)	23,098	22,434	25,997	4,684	2,388	6
Mhairi Shaw (Director of Education)	21,099	20,488	62,054	119,231	3,869	3,473
Julie Murray (Chief Officer of East Renfrewshire Integration Joint Board)	21,414	20,799	42,146	58,504	3,374	1,704
Kate Rocks (Chief Social Work Officer)	17,176	16,687	30,906	38,547	2,623	1,122
Andrew Cahill (Director of Environment)	21,099	20,492	57,407	105,291	3,787	3,067
Margaret McCrossan (Head of Accountancy / Chief Financial Officer)	18,812	18,276	53,705	101,786	3,451	2,964
Caroline Innes (Deputy Chief Executive)	21,099	20,492	54,486	96,565	3,690	2,813
Gerry Mahon (Chief Officer – Legal and Procurement)	14,893	14,469	30,390	44,169	2,377	1,283
Michelle Blair (Chief Auditor)	10,659	10,356	21,818	31,838	1,703	923
Anthony McReavy (Chief Executive of East Renfrewshire Culture & Leisure Trust)	16,358	15,892	7,716	-	1,871	-

Senior Councillors

The pension entitlements for Senior Councillors for the year to 31 March 2020 are shown in the table below, together with the contributions made by the Council to each Senior Councillor's pension during the year.

**Remuneration Report (cont'd)**

Name and Post Title	In Year Pension contribution		2019/20 Accrued Pension Benefits		Change in Accrued Pension Benefits since 31 March 2019	
	2019/20 £	2018/19 £	Pension £	Lump Sum £	Pension £	Lump Sum £
Cllr Buchanan – Leader of the Council	5,620	5,445	5,454	1,554	775	73
Cllr Convery – Chair of Licensing Committee	4,215	4,084	1,296	-	466	-
Cllr Cunningham – Deputy Provost	-	-	-	-	-	-
Cllr Devlin – Convener for Housing & Maintenance	4,215	4,100	1,241	-	465	-
Cllr Fletcher – Provost	4,215	4,084	6,658	2,365	365	-
Cllr Ireland – Chair of Planning Applications / Local Review Body	4,215	4,084	1,296	-	466	-
Cllr Lafferty – Convener for Environment	4,215	4,084	5,028	1,633	554	39
Cllr Merrick – Convener for Community Services and Community Safety	4,215	4,084	1,296	-	466	-
Cllr Miller – Chair of Audit Committee	4,215	4,084	4,557	1,444	568	49
Cllr O’Kane – Convener for Education & Equalities	4,215	4,084	2,966	-	503	-

All senior members shown in the above table, with the exception of Cllr Cunningham, are members of the Local Government Pension Scheme.

6. Remuneration of Employees

The Authority’s employees receiving more than £50,000 remuneration for the year (excluding employer’s pension contributions and including redundancy payments) were paid the following amounts:

Remuneration band	2019/20			2018/19			Total	
	Teachers	Number of employees Left during year	Employees	Teachers	Number of employees Left during year	Employees		
£50,000 - £54,999	100	-	24	124	46	2	24	72
£55,000 - £59,999	65	4	20	89	35	4	7	46
£60,000 - £64,999	31	5	8	44	4	-	3	7
£65,000 - £69,999	14	1	1	16	4	2	4	10
£70,000 - £74,999	3	-	2	5	1	3	2	6
£75,000 - £79,999	4	1	2	7	1	2	1	4
£80,000 - £84,999	1	1	9	11	1	1	9	11
£85,000 - £89,999	1	2	2	5	2	-	1	3
£90,000 - £94,999	1	1	-	2	-	-	1	1
£95,000 - £99,999	2	2	1	5	-	-	-	-
£100,000 - £104,999	-	1	-	1	-	-	-	-
£105,000 - £109,999	-	1	3	4	-	-	4	4
£110,000 - £114,999	-	-	1	1	-	-	-	-
£115,000 - £119,999	-	-	1	1	-	-	1	1
£120,000 - £124,999	-	1	-	1	-	-	-	-



Remuneration Report (cont'd)

7. Exit Packages

The Code requires disclosure of all exit packages agreed, in rising bands. The table below shows all exit packages that were accrued in the year, of which all were voluntary. Exit package values include redundancy, compensatory lump sum, pension strain and notional capitalised compensatory added years costs (CAY). The notional capitalised compensatory added years costs are based on an assessment of the present value of all future payments to the retiree until death. Notional capitalised compensatory added years and pension strain costs relating to teachers are based on Scottish Public Pensions Agency calculations.

(a) Exit packages Bands	(b) Number of Leavers		(c) Cash Value		(d) Notional CAY Value		(e) Total cost of exit packages in each band	
	2019/20	2018/19	£ 2019/20	£ 2018/19	£ 2019/20	£ 2018/19	2019/20	2018/19
£0-£20,000	65	15	99,875	119,352	-	43,512	99,875	162,864
£20,001-£40,000	8	7	181,670	179,553	79,497	12,376	261,167	191,929
£40,001-£60,000	8	10	378,370	445,138	17,471	65,595	395,841	510,733
£60,001-£80,000	9	3	595,633	121,545	31,105	74,581	626,738	196,126
£80,001-£100,000	1	4	47,579	355,308	46,469	-	94,048	355,308
£100,001- £150,000	2	5	189,786	603,445	59,271	-	249,057	603,445
>£150,001	2	0	257,353	-	80,830	-	338,183	-
Total Cost included in CIES	95	44	1,750,266	1,824,341	314,643	196,064	2,064,909	2,020,405

8. Trade Union

Below is a list of the information that local authorities are required to publish on facility time usage and spend by trade union representatives.

Relevant union Officials	
Number of employees who were relevant union officials from 1 April 2019 to 31 March 2020	Full-time equivalent employee number
3	2FTE
Percentage of time spent on facility time	
Percentage of time	Number of Employees
0%	-
1-50%	-
51%-99%	2
100%	1
Percentage of paybill spent on facility time	
Total Cost of Facility Time	£98,619.49
Total Wage Bill	£130,384,148.86
Percentage of Wage Bill spent on facility time	0.076%
Time spent on paid trade union activities as a percentage of total paid facility time hours	100%

Councillor Tony Buchanan
Leader of the Council

Lorraine McMillan
Chief Executive



Comprehensive Income and Expenditure Statement

This statement shows the accounting cost in the year of providing services in accordance with International Financial Reporting Standards, rather than the amount to be funded from taxation (or rents). The individual segments reflect the reporting structure of the Council. Authorities raise taxation (and rents) to cover expenditure in accordance with statutory requirements; this may be different from the accounting cost. The taxation position is shown in both the Expenditure and Funding Analysis and the Movement in Reserves Statement.

Year Ended 31 March 2019			Year Ended 31 March 2020			
Gross Expenditure £000	Gross Income £000	Net Expenditure £000		Gross Expenditure £000	Gross Income £000	Net Expenditure £000
139,461	(11,335)	128,126	Education	148,848	(13,367)	135,481
113,974	(65,951)	48,023	HSCP – Provision of Services	118,069	(67,380)	50,689
40,736	(8,512)	32,224	Environment	37,612	(11,522)	26,090
22,266	(15,839)	6,427	Corporate & Community – Community Resources	20,958	(14,530)	6,428
373	(115)	258	Chief Executive's Office	419	(164)	255
14,006	(4,165)	9,841	Other Expenditure & Income	4,723	(3,557)	1,166
3,489	(235)	3,254	Support Services – Chief Executive's Office	3,471	(210)	3,261
11,531	(705)	10,826	Support Services – Corp & Comm.	14,840	(2,165)	12,675
2,597	(456)	2,141	Support Services – Environment	3,212	(854)	2,358
348,433	(107,313)	241,120	Cost of general fund services	352,152	(113,749)	238,403
16,278	(11,858)	4,420	HRA	18,285	(12,562)	5,723
364,711	(119,171)	245,540	Cost of Services	370,437	(126,311)	244,126
		(1,818)	Other operating expenditure (Note 12)			(1,041)
		12,295	Financing and investment income and expenditure (Note 13)			13,258
		<u>(245,766)</u>	Taxation and non-specific grant income (Note 14)			<u>(254,578)</u>
		10,251	(Surplus) or Deficit on Provision of Services			1,765
		(11,718)	(Surplus) or deficit on revaluation of Property, Plant and Equipment assets (Note 25)			(16,472)
		125	Impairment losses on non-current assets charged to the Revaluation Reserve (Note 25)			80
		-	Surplus or deficit on revaluation of available for sale financial assets			-
		33,596	Actuarial (gains)/losses on pension assets/liabilities (Note 25)			(59,748)
		<u>22,003</u>	Other Comprehensive (Income) and Expenditure			<u>(76,140)</u>
		32,254	Total Comprehensive (Income) and Expenditure			(74,375)



Movement in Reserves Statement

This statement shows the movement from the start of the year to the end on the different reserves held by the authority, analysed into 'usable reserves' (i.e. those that can be applied to fund expenditure or reduce local taxation) and 'unusable reserves'.

The statement shows how the movements in year of the authority's reserves are broken down between gains and losses incurred in accordance with generally accepted accounting practices and the statutory adjustments required to return to the amounts chargeable to council tax (or rents) for the year.

The Increase/Decrease line shows the statutory General Fund Balance and Housing Revenue Account Balance movements in the year following those adjustments.

	Unallocated General Fund Balance £000	Earmarked General Fund Balance £000	Housing Revenue Account £000	Repairs & Renewals Fund £000	Insurance Fund £000	Capital Reserve £000	Total Usable Reserves £000	Unusable Reserves Restated £000	Total Authority Reserves £000
Balance at 31 March 2019 carried forward	(10,554)	(19,049)	(1,718)	(6,581)	(1,950)	(3,835)	(43,687)	(357,693)	(401,380)
Movement in reserves during 2019/20									
Total Comprehensive Income and Expenditure	(3,690)	-	5,455	-	-	-	1,765	(76,140)	(74,375)
Adjustments between accounting basis & funding basis under regulations (Note 10)	2,301	-	(6,053)	-	-	1,452	(2,300)	2,300	-
(Increase)/Decrease in 2019/20	(1,389)	-	(598)	-	-	1,452	(535)	(73,840)	(74,375)
Net transfer to or from reserves	2,300	(2,769)	-	752	(10)	(273)	-	-	-
Balance at 31 March 2020 carried forward	(9,643)	(21,818)	(2,316)	(5,829)	(1,960)	(2,656)	(44,222)	(431,533)	(475,755)
Balance at 31 March 2018 carried forward	(10,133)	(16,297)	(1,629)	(8,410)	(1,934)	(11,454)	(49,857)	(383,777)	(433,634)
Movement in reserves during 2018/19									
Total Comprehensive Income and Expenditure	7,657	-	2,594	-	-	-	10,251	22,003	32,254
Adjustments between accounting basis & funding basis under regulations (Note 10)	(11,971)	-	(2,683)	-	-	10,573	(4,081)	4,081	-
(Increase)/Decrease in 2018/19	(4,314)	-	(89)	-	-	10,573	6,170	26,084	32,254
Net transfer to or from reserves	3,893	(2,752)	-	1,829	(16)	(2,954)	-	-	-
Balance at 31 March 2019 carried forward	(10,554)	(19,049)	(1,718)	(6,581)	(1,950)	(3,835)	(43,687)	(357,693)	(401,380)



Balance Sheet

The Balance Sheet shows the value as at the Balance Sheet date of the assets and liabilities recognised by the authority. The net assets of the authority (assets less liabilities) are matched by the reserves held by the authority. Reserves are reported in two categories. The first category of reserves is usable reserves, i.e. those reserves that the authority 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 Reserve that may only be used to fund capital expenditure or repay debt). The second category of reserves is those that the authority is not able to use to provide services. This category of reserves includes reserves that hold unrealised gains and losses (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 in the Movement in Reserves Statement line 'Adjustments between accounting basis and funding basis under regulations'.

31 March 2019 £000		Notes	31 March 2020 £000
686,906	Property, Plant & Equipment	15	728,256
234	Heritage Assets	16	234
386	Intangible Assets	17	289
271	Investments	19	262
687,797	Long Term Assets		729,041
1,034	Assets Held for Sale	18	986
447	Short Term Intangible Assets		481
456	Inventories		497
15,791	Short Term Debtors	20	16,208
33,997	Short Term Investments		34,248
30,140	Cash and Cash Equivalents	22	36,139
81,865	Current Assets		88,559
(2,163)	Short Term Borrowing		(561)
(4,732)	Finance Leases including PFI/PPP	19	(4,864)
(48,516)	Short Term Creditors	23	(44,236)
(152)	Provisions – short term	24	(209)
(55,563)	Current Liabilities		(49,870)
(151)	Provisions – long term	24	(157)
(87,788)	Long Term Borrowing	19	(114,226)
(93)	Long Term Creditors	23	(93)
(85,748)	PFI/PPP Finance Lease	19	(83,837)
(134,841)	Defined Benefit Pension Liability	39	(87,594)
(4,098)	Capital Grant Receipts in Advance	31	(6,068)
(312,719)	Long Term Liabilities		(291,975)
401,380	Net Assets		475,755
(43,687)	Usable Reserves	11	(44,222)
(357,693)	Unusable Reserves	25	(431,533)
(401,380)	Total Reserves		(475,755)

Margaret McCrossan CPFA

Head of Accountancy (Chief Financial Officer)

The unaudited accounts were issued on 8th June 2020

The audited accounts, including amendments made following the audit, were authorised for issue on 26 November 2020

**Cash Flow Statement**

The Cash Flow Statement shows the changes in cash and cash equivalents of the authority during the reporting period. The statement shows how the authority 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 authority are funded by way of taxation and grant income or from the recipients of services provided by the authority. Investing activities represent the extent to which cash outflows have been made for resources which are intended to contribute to the authority's future service delivery. Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of capital (i.e. borrowing) to the authority.

2018/19		2019/20
£000		£000
10,251	Net (surplus) or deficit on the provision of services	1,765
(36,849)	Adjustments to net surplus or deficit on the provision of services for non-cash movements (Note 26)	(9,599)
-	- Adjustments for items included in the net surplus or deficit on the provision of services that are investing and financing activities	-
(26,598)	Net cash flows from Operating Activities	(7,834)
23,729	Investing Activities (Note 27)	21,678
6,952	Financing Activities (Note 28)	(19,843)
4,083	Net (increase) or decrease in cash and cash equivalents	(5,999)
(34,223)	Cash and cash equivalents at the beginning of the reporting period	(30,140)
(30,140)	Cash and cash equivalents at the end of the reporting period (Note 22)	(36,139)



Notes to the Accounts

1. ACCOUNTING POLICIES

General Principles

The Statement of Accounts summarises the Authority's transactions for the 2019/20 financial year and its position at the year-end of 31 March 2020. The Authority is required to prepare an annual Statement of Accounts by the Local Authority Accounts (Scotland) Regulations 1985 and the Local Government in Scotland Act 2003, section 12 of which requires the 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 2019/20 supported by International Financial Reporting Standards (IFRS) and statutory guidance issued under section 12 of the 2003 Act.

The accounting convention adopted in the Statement of Accounts is principally historical cost, modified by the revaluation of certain categories of non-current assets and financial instruments. The accounts have been prepared on the basis that the Council is a going concern.

Accruals of Income and Expenditure

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

- Revenue from contracts with service recipients, whether for services or the provision of goods, is recognised when (or as) the goods or services are transferred to the service recipient in accordance with the performance obligations in the contract.
- 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.
- Expenses in relation to services received (including services provided by employees) are recorded as expenditure when the services are received rather than when payments are made.
- Interest receivable on investments and payable on borrowings is accounted for respectively as income and expenditure on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract.
- When revenue 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 debts may not be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected.

Cash and Cash Equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are investments that mature within three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

In the Cash Flow Statement, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Authority's cash management.

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. Where a change is made it is applied retrospectively by adjusting opening balances and comparative amounts.



Notes to the Accounts (cont'd)

Charges to Revenue for Non-Current Assets

Services, support services and trading accounts are debited with the following amounts to record the cost of holding fixed assets during the year:

- depreciation attributable to the assets used by the relevant service
- revaluation and impairment losses on assets used by the service where there are no accumulated gains in the Revaluation Reserve against which the losses can be written off
- amortisation of intangible fixed assets attributable to the service.

The Authority is not required to raise council tax to fund depreciation, revaluation and impairment losses or amortisations. However, it is required to make an annual contribution from revenue towards the reduction in its overall borrowing requirement equal to loans fund principal charges. Depreciation, revaluation and impairment losses and amortisations are therefore replaced by the contribution in the General Fund Balance (loans fund principal), by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement for the difference between the two.

Employee Benefits

Benefits Payable During Employment

Short-term employee benefits are those due to be settled within 12 months of the year-end. They include such benefits as wages and salaries, paid annual leave and flexi leave, and are recognised as an expense for services in the year in which employees render service to the Authority. An accrual is made for the cost of holiday entitlements (or any form of leave, e.g. flexi leave) earned by employees but not taken before the year-end which employees can carry forward into the next financial year.

Termination Benefits

Termination benefits are amounts payable as a result of a decision by the Authority to terminate an officer's employment before the normal retirement date or an officer's decision to accept voluntary redundancy and are charged on an accruals basis to the relevant service line in the Comprehensive Income and Expenditure Statement when the Authority is demonstrably committed to the termination of the employment of an officer or group of officers or making an offer to encourage voluntary redundancy. In this respect East Renfrewshire have treated Strain on the Pension Fund payments as termination benefits.

Post- Employment Benefits

Employees of the Authority are members of two separate pension schemes:

- The Scottish Teachers' Superannuation Scheme, administered by the Scottish Government.
- The Local Government Pension Scheme, administered by Glasgow City Council.

Both schemes provide defined benefits to members (retirement lump sums and pensions), earned as employees working for the Authority.

However, the arrangements for the teachers' scheme mean that liabilities for these benefits cannot ordinarily be identified specifically to the Authority. The scheme is therefore accounted for as if it were a defined contribution scheme and no liability for future payments of benefits is recognised in the Balance Sheet.



Notes to the Accounts (cont'd)

The Local Government Pension Scheme

The Local Government Scheme is accounted for as a defined benefits scheme:

- The liabilities of the Strathclyde Pension Fund attributable to the Authority 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, etc. and projections of projected earnings for current employees.
- Liabilities are discounted to their value at current prices, using a discount rate of 2.3% (based on the indicative rate of return on high quality corporate bonds).
- The assets of Strathclyde Pension Fund attributable to the Authority are included in the Balance Sheet at their fair value:
 - quoted securities - current bid price
 - unquoted securities - professional estimate
 - unitised securities - current bid price
 - property - market value

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

- Service cost comprising:

Current service cost - the increase in liabilities as a result of years of service earned this year - allocated in the Comprehensive Income and Expenditure Statement to the services for which the employees worked

Past service cost - the increase in liabilities as a result of a scheme amendment or curtailment whose effect relates to years of service earned in earlier years - debited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement as part of Non Distributable Costs

Gains/losses on settlements - the decrease in liabilities as a result of the council entering into a transaction that eliminates all further legal or constructive obligation relating to the event, notwithstanding the financial guarantee (see Note 39) - credited to the Surplus on the Provision of Services in the Comprehensive Income & Expenditure Statement as part of Non Distributable Costs.

Net interest on the net defined benefit liability, i.e. net interest expenses for the authority. The change during the period is the net defined benefit liability that arises from the passage of time charged to the Financing and Investment Income and Expenditure line of the Comprehensive Income and Expenditure Statement – 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 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.

- Remeasurements comprising:

The return on plan assets - excluding amounts included in net interest on the net defined benefit liability – charged to the Pension Reserve as Other Comprehensive Income and Expenditure

Actuarial gains and losses – changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions – charged to the Pensions Reserve as Other Comprehensive Income and Expenditure

- Contributions paid to the Strathclyde Pension Fund – cash paid as employer's contributions to the pension fund settlement of liabilities; not accounted for as an expense.



Notes to the Accounts (cont'd)

In relation to retirement benefits, statutory provisions require the General Fund Balance to be charged with the amount payable by the Authority to the pension fund or directly to pensioners in the year, not the amount calculated according to the relevant accounting standards. 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. The negative balance that arises on the Pensions Reserve thereby measures the beneficial impact to the General Fund of being required to account for retirement benefits on the basis of cash flows rather than as benefits are earned by employees.

Discretionary Benefits

The Authority also has restricted powers to make discretionary awards of retirement benefits in the event of early retirements. Any liabilities estimated to arise as a result of an award to any member of staff (including teachers) are accrued in the year of the decision to make the award and accounted for using the same policies as are applied to the Local Government Pension Scheme.

Common Good & Trusts

The Council administers a Common Good Fund. As part of the management agreements where land and buildings are confirmed as belonging to the Common Good, and where the Council is incurring costs or receiving income relating to those assets as the managing agent, then the Common Good pays a nominal annual £1 fee to the Council (if asked) in return for the management of the assets. The Council remains responsible for all costs and any income relating to the assets and is entitled to the use of the assets. The fund's assets do not represent assets available to the Council and as such are not included on the Council's balance sheet and the associated capital accounting entries are reflected in the Common Good Fund. The Common Good Fund shares the same accounting policies for valuation and depreciation with the Council. For assets held within the council's balance sheet that are subsequently identified as common good, the following principles will be followed :

1. With respect to properties determined to be wholly common good (both land and buildings thereon) then these will be transferred to the common good fund.
2. For assets where common good land only forms part of the site, i.e. where the common good land is effectively inseparable from the larger council subjects, then the common good land element will be shown at nil value.
3. For those council buildings occupying wholly common good land that is included within the common good fund. The building element, unless itself common good, will be retained as part of the council's assets

In addition, the Council also administers a number of trusts which it is the sole trustee for.

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 issues are not reflected in the Statements.



Notes to the Accounts (cont'd)

Financial Instruments

Financial Liabilities

Financial liabilities are recognised on the Balance Sheet when the Authority becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value and are 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 Authority has, this means that the amount presented in the Balance Sheet is the outstanding principal repayable and interest charged to the Comprehensive Income and Expenditure Statement is the amount payable for the year according to the loan agreement.

Financial Assets

Financial assets are classified based on a classification and measurement approach that reflects the business model for holding the financial assets and their cash flow characteristics.

The authority's business model is to hold investments to collect contractual cash flows. Financial assets are all therefore classified as amortised cost. In previous years these assets, although still recorded as amortised costs, were classed as loans and receivables.

Financial assets measured at amortised cost are recognised on the Balance Sheet when the authority 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 Investing Income and Expenditure line in the Comprehensive Income and Expenditure Statement (CIES) for interest receivable are based on the carrying amount of the asset multiplied by the effective rate of interest for the instrument. For the financial assets held by the authority, this means that the amount presented in the Balance Sheet is the outstanding principal receivable and interest credited to the CIES is the amount receivable for the year in the loan agreement.

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

Expected Credit Loss Model

Where material, the authority recognises expected credit losses on its financial assets held at amortised cost with the exception of deposits with Central Government and other Local Authorities. Only lifetime losses are recognised for trade receivables (debtors) held by the authority.

Impairment losses are calculated to reflect the expectation that the future cash flows might not take place because the borrower could default on their obligations. Credit risk plays a crucial part in assessing losses.

Fair Value Measurement

Where the Council values its financial assets or liabilities at fair value it 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.



Notes to the Accounts (cont'd)

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

Level 1 - quoted prices (unadjusted) in active markets for identified assets or liabilities that the Council 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. For example, PWLB loans, fixed or variable rate deposits (less than one year)

Level 3 - unobservable inputs for the asset or liability, e.g. PFI leases.

Government Grants and Contributions

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

- the Authority 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 attached to the grant or contribution have been satisfied. Conditions are stipulations that specify that the future economic benefits or service potential embodied in the asset acquired using the grant or contribution are required to be consumed by the recipient as specified, or future economic benefits or service potential must be returned to the transferor.

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 (attributable revenue grants and contributions) or Taxation and Non-Specific Grant Income (non-ringfenced revenue grants and all capital grants which fund capital expenditure of the Council) 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 Reserve. Where it has been applied, it is posted to the Capital Adjustment Account. Amounts in the Capital Grants Unapplied Reserve are transferred to the Capital Adjustment Account once they have been applied to fund capital expenditure or the General Fund, where the grant or contribution funds third party capital projects

Business Improvement Districts

The Council is the billing authority for the Clarkston Business Improvement District, Giffnock Business Improvement District and Barrhead Business Improvement District. These are managed by an umbrella group led by the East Renfrewshire Chamber of Commerce and local businesses, who aim to promote and improve the respective areas for businesses and residents alike through publicised projects and events.

Heritage Assets

Heritage Assets are recognised and measured (including the treatment of revaluation gains and losses) in accordance with the Authority's accounting policies on property, plant and equipment. However, some of the measurement rules are relaxed in relation to heritage assets as detailed below.



Notes to the Accounts (cont'd)

Statues

Six statues created by 19th century Eaglesham sculptor William Gemmel are housed in the former weaver's workshop. The workshop and contents were bequested to the Council and are reported in the Balance Sheet at market value, as at May 2017, provided by the international auctioneers and valuers, Bonhams.

Civic Regalia

The chains of office used by the Provost and his partner are collectively known as Civic Regalia and are symbols of the authority of the Civic Office which the Provost holds.

There are 5 chains held in total at the Council's Headquarters. They are reported in the Balance Sheet at insurance valuation which is based on market value as at May 2017.

Number Plate

The Council owns a private registration plate (HS 0) which is on the car which the Council uses for civic duties. The number plate is reported on the Balance Sheet at market value, as at March 2017, provided by Registration Transfers, the largest dealer in number plates in Britain.

There are no depreciation charges on the heritage assets as it is considered that they will have indeterminate lives and high residual value.

Intangible Assets

Expenditure on non-monetary assets that do not have physical substance but are controlled by the Authority 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 Authority.

Internally generated assets are capitalised where it is demonstrable that the project is technically feasible and is intended to be completed (with adequate resources being available) and the Authority will be able to generate future economic benefits or deliver service potential by being able to sell or use the asset. Expenditure is capitalised where it can be measured reliably as attributable to the asset and is restricted to that incurred during the development phase (research expenditure cannot be capitalised).

Expenditure on the development of websites is not capitalised if the website is solely or primarily intended to promote or advertise the Authority's goods or services.

Intangible assets are measured initially at cost. Amounts are not revalued, as the fair value of the assets held by the Authority cannot be determined by reference to an active market. The depreciable amount of any intangible asset is amortised over its useful life to the relevant service lines 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.

Interests in Companies and Other Entities

The Authority has material interests in companies and other entities that have the nature of subsidiaries, associates and joint ventures requiring it to prepare group accounts. In the Authority's



Notes to the Accounts (cont'd)

own single-entity accounts, the interests in companies and other entities are recorded as financial assets at cost, less any provision for losses.

Inventories and Long Term Contracts

Inventories are included in the Balance Sheet at the lower of cost and net realisable value. The cost of inventories is assigned under either the FIFO or weighted average costing formulas.

Long term contracts are accounted for on the basis of charging the Surplus or Deficit on the Provision of Services with the consideration allocated to the performance obligations satisfied based on the goods or services transferred to the service recipient during the financial year.

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, plant or equipment 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

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, provided that it is probable that the future economic benefits or service potential associated with the item will flow to the Authority and the cost of the item can be measured reliably. Expenditure that maintains but does not add to the asset's potential to deliver future economic benefits or service potential (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 in the manner intended by management.

The Authority does not capitalise borrowing costs incurred whilst assets are under construction.

The cost of an asset acquired other than by purchase is deemed to be its fair value, unless the acquisition does not have commercial substance (i.e. it will not lead to a variation in the cash flows of the Authority). In the latter case, where an asset is acquired via an exchange, the cost of the acquisition is the carrying amount of the asset given up by the Authority.

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



Notes to the Accounts (cont'd)

- Infrastructure, community assets and assets under construction - depreciated historical cost
- dwellings – current value, determined using the basis of existing use value for social housing (EUV-SH)
- school buildings – current value, but because of their specialist nature, are measured at depreciated replacement cost which is used as an estimate of current value
- surplus assets – the current value measurement base is fair value, estimated at highest and best use from a market participant's perspective
- all other assets - current value, determined as the amount that would be paid for the asset in its existing use (existing use value - EUV).

Where there is no market-based evidence of current value because of the specialist nature of an asset, depreciated replacement cost (DRC) is used as an estimate of current value. Assets included in the Balance Sheet at current value are revalued on a five year rolling basis, in accordance with the guidelines provided within the Royal Institute of Chartered Surveyors Valuation Standards Manual. In addition, any material changes in the value of individual assets that arise between periodic valuations are immediately reflected in the Balance Sheet.

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, where this is less than the carrying amount of the asset, an impairment loss is recognised for the shortfall.

Depreciation

Depreciation is provided for on all Property, Plant and Equipment assets. An exception is made for assets without a determinable finite useful life (i.e. freehold land and certain Community Assets) and assets that are not yet available for use (i.e. assets under construction). Depreciation is charged on a straight-line basis over the useful life of the assets (as advised by a suitably qualified officer). No depreciation is charged in the year of acquisition but a full year's depreciation is charged in the year of disposal.

Where an item of Property, Plant and Equipment has major components whose cost is significant in relation to the total cost of the item, the components are depreciated separately.

Disposals and Non-Current Assets Held for Sale

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 previous losses recognised in the Surplus or Deficit on Provision of Services. Depreciation is not charged on Assets Held for Sale.

If assets no longer meet the criteria to be classified as Assets Held for Sale, they are reclassified back to non-current assets and valued at the lower of their carrying amount before they were classified as held for sale; adjusted for depreciation, amortisation or revaluations that would have been recognised had they not been classified as Held for Sale, and their recoverable amount at the date of the decision not to sell.



Notes to the Accounts (cont'd)

Assets that are to be abandoned or scrapped are not reclassified as Assets Held for Sale. The written-off value of disposals is not a charge against council tax, as the cost of non-current assets is fully provided for under separate arrangements for capital financing. Amounts are appropriated to the Capital Adjustment Account from the General Fund Balance in the Movement in Reserves Statement.

Private Finance Initiative (PFI) and Similar Contracts

East Renfrewshire Council operates 5 PFI/PPP and similar projects. Please see Note 35 for details.

PFI and similar contracts are agreements to receive services, where the responsibility for making available the property, plant and equipment needed to provide the services passes to these contractors. As the Council is deemed to control the services that are provided under these schemes, and as ownership of the property, plant and equipment will pass to the Council at the end of the contracts for no additional charge, the Council carries the assets used under the contracts on its Balance Sheet as part of the 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.

Non-current assets recognised on the Balance Sheet are revalued and depreciated in the same way as property, plant and equipment owned by the Council.

The amounts payable to the PFI operators each year are analysed into five elements:

- fair value of the services received during the year - debited to the relevant service in the Comprehensive Income and Expenditure Statement
- finance cost - an average interest charge of 7.21% on the outstanding Balance Sheet liability, debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement
- contingent rent - increases in the amount to be paid for the property arising during the contract, debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement
- payment towards liability - applied to write down the Balance Sheet liability towards the PFI operator (the profile of write-downs is calculated using the same principles as for a finance lease)
- lifecycle replacement costs - proportion of the amounts payable is posted to the Balance Sheet as a prepayment and then recognised as additions to Property, Plant and Equipment when the relevant works are eventually carried out.

Provisions, Contingent Liabilities and Contingent Assets Provisions

Provisions are made where an event has taken place that gives the Authority 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. For instance, the Authority may be involved in a court case that could eventually result in the making of a settlement or the payment of compensation.

Provisions are charged as an expense to the appropriate service line in the Comprehensive Income and Expenditure Statement in the year that the authority becomes aware of the obligation, and are measured as the best estimate at the balance sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.



Notes to the Accounts (cont'd)

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 - where it becomes less than probable that a transfer of economic benefits will now be required (or a lower settlement than anticipated is made), the provision is reversed and credited back to the relevant service.

Contingent Liabilities

A contingent liability arises where an event has taken place that gives the authority a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the authority. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably.

Contingent liabilities are not recognised in the Balance Sheet but disclosed in a note to the accounts.

Reserves

Reserves are created by appropriating amounts out of the General Fund Balance in the Movement in Reserves Statement. When expenditure to be financed from a reserve is incurred, it is charged to the appropriate service in that year to score against the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement. The reserve is then appropriated back into the General Fund Balance in the Movement in Reserves Statement so that there is no net charge against council tax for the expenditure.

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 Authority.

VAT

VAT payable is included as an expense only to the extent that it is not recoverable from Her Majesty's Revenue and Customs. VAT receivable is excluded from income.



Notes to the Accounts (cont'd)

2. EXPENDITURE AND FUNDING ANALYSIS

The objective of the Expenditure and Funding Analysis is to demonstrate to Council Tax (and Rent) payers how the funding available to the authority (i.e. Government Grants, Rents, Council Tax and Business Rates) for the year has been used in providing services in comparison with those resources consumed or earned by authorities in accordance with generally accepted accounting practices. The Expenditure and Funding Analysis also shows how this expenditure is allocated for decision making purposes between the Council's directorates. Income and expenditure accounted for under generally accepted accounting practices is presented more fully in the Comprehensive Income and Expenditure Statement.

Net Expenditure Chargeable to the General Fund and HRA Balances £'000	2018/19	Net Expenditure in the Comprehensive Income & Expenditure Statement £'000		Net Expenditure Chargeable to the General Fund and HRA Balances £'000	2019/20	Net Expenditure in the Comprehensive Income & Expenditure Statement £'000
	Adjustments Between Funding & Accounting Basis (See Note 3) £'000				Adjustments Between Funding & Accounting Basis (See Note 3) £'000	
117,512	10,614	128,126	Education	126,380	9,101	135,481
45,600	2,423	48,023	HSCP - Provision of Services	47,267	3,422	50,689
22,941	9,283	32,224	Environment	21,300	4,790	26,090
5,988	439	6,427	Corporate & Community – Community Resources	5,657	771	6,428
(57)	315	258	Chief Executive's Office	(23)	278	255
10,427	(586)	9,841	Other Expenditure & Income	11,671	(10,505)	1,166
2,869	385	3,254	Support Services – Chief Executive's Office	2,737	524	3,261
8,230	2,596	10,826	Support Services – Corp & Comm.	9,041	3,634	12,675
1,913	228	2,141	Support Services – Environment	1,876	482	2,358
215,423	25,697	241,120	Net Cost of General Fund Services	225,906	12,497	238,403
98	4,322	4,420	HRA	(302)	6,025	5,723
215,521	30,019	245,540	Cost of Services	225,604	18,522	244,126
(831)	(987)	(1,818)	Other operating expenditure	(821)	(220)	(1,041)
9,412	2,883	12,295	Financing and investment income and expenditure	9,039	4,219	13,258
(227,364)	(18,402)	(245,766)	Taxation and non-specific grant income	(236,278)	(18,300)	(254,578)
(3,262)	13,513	10,251	(Surplus) / Deficit on Provision of Services	(2,456)	4,221	1,765
(28,059)			Opening General Fund and HRA Balance	(31,321)		
(3,262)			(Surplus) / Deficit on General Fund and HRA Balance in Year	(2,456)		
(31,321)			Closing General Fund and HRA Balance*	(33,777)		

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

**Notes to the Accounts (cont'd)****3. NOTE TO THE EXPENDITURE & FUNDING ANALYSIS**

This note provides an analysis between the General Fund (surplus)/deficit and the Comprehensive Income and Expenditure Statement (surplus)/deficit on the Provision of Services. Explanations of the adjustments shown are provided after the table below.

2019/20	Adjustments for Capital Purposes	Net Charges for Pension Adjustments	Other Differences	Total
	£'000	£'000	£'000	£'000
Education	9,845	4,015	(4,759)	9,101
HSCP – Provision of Services	489	2,974	(41)	3,422
Environment	3,737	2,098	(1,045)	4,790
Corporate & Community – Community Resources	(12)	742	41	771
Chief Executive's Office	-	-	278	278
Other Expenditure & Income	-	(3,303)	(7,202)	(10,505)
Support Services – Chief Executive's Office	-	486	38	524
Support Services – Corp & Comm.	2,424	1,255	(45)	3,634
Support Services – Environment	227	252	3	482
Net Cost of General Fund Services	16,710	8,519	(12,732)	12,497
HRA	9,290	591	(3,856)	6,025
Cost of Services	26,000	9,110	(16,588)	18,522
Other Operating Expenditure	(220)	-	-	(220)
Financing & Investment Income & Expenditure	-	3,391	828	4,219
Taxation & Non-Specific Grant Income	(18,300)	-	-	(18,300)
(Surplus)/Deficit on Provision of Services	7,480	12,501	(15,760)	4,221

2018/19	Adjustments for Capital Purposes	Net Charges for Pension Adjustments	Other Differences	Total
	£'000	£'000	£'000	£'000
Education	10,645	2,940	(2,971)	10,614
HSCP – Provision of Services	235	2,194	(6)	2,423
Environment	8,324	1,789	(830)	9,283
Corporate & Community – Community Resources	12	573	(146)	439
Chief Executive's Office	-	-	315	315
Other Expenditure & Income	-	7,077	(7,663)	(586)
Support Services – Chief Executive's Office	-	413	(28)	385
Support Services – Corp & Comm.	1,859	910	(173)	2,596
Support Services – Environment	226	-	2	228
Net Cost of General Fund Services	21,301	15,896	(11,500)	25,697
HRA	8,232	450	(4,360)	4,322
Cost of Services	29,533	16,346	(15,860)	30,019
Other Operating Expenditure	(987)	-	-	(987)
Financing & Investment Income & Expenditure	-	2,445	438	2,883
Taxation & Non-Specific Grant Income	(18,402)	-	-	(18,402)
(Surplus)/Deficit on Provision of Services	10,144	18,791	(15,422)	13,513



Notes to the Accounts (cont'd)

Adjustments for Capital Purposes

Adjustments for capital purposes – this column adds in depreciation and impairment and revaluation gains and losses in the services line, and for:

- **Other operating expenditure** – adjusts for capital disposals with a transfer of income on disposal of assets and the amounts written off for those assets.
- **Taxation and non-specific grant income and expenditure** – capital grants are adjusted for income not chargeable under generally accepted accounting practices. Revenue grants are adjusted from those receivable in the year to those receivable without conditions or for which conditions were satisfied throughout the year. The Taxation and Non-specific Grant Income and Expenditure line is credited with capital grants receivable in the year without conditions or for which conditions were satisfied in the year.

Net charge for the Pensions Adjustments

Net charge for the removal of pension contributions and the addition of IAS 19 *Employee Benefits* pension related expenditure and income:

- **For services** this represents the removal of the employer pension contributions made by the authority as allowed by statute and the replacement with current service costs and past service costs.
- For **Financing and investment income and expenditure** – the net interest on the defined benefit liability is charged to the Consolidated Income and Expenditure Statement.

Other Differences

This column records other adjustments between amounts debited/credited to the Comprehensive Income and Expenditure Statement and amounts payable/receivable to be recognised under statute in the service lines, and for:-

- For **Financing and investment income and expenditure** the other statutory adjustments column recognises adjustments to the General Fund for the timing differences for premiums and discounts along with other loans fund adjustments.

4. ACCOUNTANCY STANDARDS THAT HAVE BEEN ISSUED BUT HAVE NOT YET BEEN ADOPTED

The code requires the disclosure of information relating to the impact of an accounting change that is required by a new standard that has been issued but not yet adopted. This applies to the following new or amended standards 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
- Amendments to References to the Conceptual Framework in IFRS standards

Overall, these amended standards are not expected to impact the Council's Annual Accounts.

**Notes to the Accounts (cont'd)****5. EXPENDITURE AND INCOME ANALYSED BY SERVICE**

The authority's expenditure and income, segmented in line with the Council's Directorate and reporting structure, is analysed as follows:

2019/20

Expenditure/Income	Education	HSCP	Environment	Corporate & Community – Community Resources	Chief Executive's Office	Other Expenditure & Income	Support Services	Housing Revenue Account	Costs not included in a service	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure										
Employee expenses	105,388	24,596	16,636	5,523	23	(3,303)	15,734	4,225	3,391	172,213
Other services expenses	33,615	43,419	17,239	15,447	396	8,026	3,138	4,770	-	126,050
Depreciation, amortisation, impairment	9,845	489	3,737	(12)	-	-	2,651	9,290	-	26,000
Interest payments	-	-	-	-	-	-	-	-	10,351	10,351
Gain on the disposal of assets	-	-	-	-	-	-	-	-	(220)	(220)
Total expenditure	148,848	68,504	37,612	20,958	419	4,723	21,523	18,285	13,522	334,394
Income										
Fees, charges and other service income	(7,189)	(17,016)	(10,079)	(1,035)	(164)	(3,557)	(3,204)	(12,562)	(821)	(55,627)
Interest and investment income	-	-	-	-	-	-	-	-	(484)	(484)
Income from council tax	-	-	-	-	-	-	-	-	(52,170)	(52,170)
Government grants and contributions (Note 31)	(6,178)	(799)	(1,443)	(13,495)	-	-	(25)	-	(202,408)	(224,348)
Total income	(13,367)	(17,815)	(11,522)	(14,530)	(164)	(3,557)	(3,229)	(12,562)	(255,883)	(332,629)
(Surplus)/Deficit on the Provision of Services	135,481	50,689	26,090	6,428	255	1,166	18,294	5,723	(242,361)	1,765

2018/19

Expenditure/Income	Education	HSCP	Environment	Corporate & Community – Community Resources	Chief Executive's Office	Other Expenditure & Income	Support Services	Housing Revenue Account	Costs not included in a service	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure										
Employee expenses	94,812	22,398	15,479	5,480	128	7,077	13,620	3,953	2,445	165,392
Other services expenses	34,004	42,784	16,933	16,774	245	6,929	1,912	4,093	-	123,674
Depreciation, amortisation, impairment	10,645	235	8,324	12	-	-	2,085	8,232	-	29,533
Interest payments	-	-	-	-	-	-	-	-	10,888	10,888
Gain on the disposal of assets	-	-	-	-	-	-	-	-	(987)	(987)
Total expenditure	139,461	65,417	40,736	22,266	373	14,006	17,617	16,278	12,346	328,500
Income										
Fees, charges and other service income	(6,790)	(16,484)	(6,855)	(749)	(115)	(3,763)	(1,396)	(11,858)	(831)	(48,841)
Interest and investment income	-	-	-	-	-	-	-	-	(1,038)	(1,038)
Income from council tax	-	-	-	-	-	-	-	-	(50,114)	(50,114)
Government grants and contributions (Note 31)	(4,545)	(910)	(1,657)	(15,090)	-	(402)	-	-	(195,652)	(218,256)
Total income	(11,335)	(17,394)	(8,512)	(15,839)	(115)	(4,165)	(1,396)	(11,858)	(247,635)	(318,249)
(Surplus)/Deficit on the Provision of Services	128,126	48,023	32,224	6,427	258	9,841	16,221	4,420	(235,289)	10,251



Notes to the Accounts (cont'd)

6. CRITICAL JUDGEMENT IN APPLYING ACCOUNTING POLICIES

In applying the accounting policies set out in Note 1, the Authority has had to make certain judgements about complex transactions or those involving uncertainty about future events. The critical judgements made in the Statement of Accounts are:

- There is a high degree of uncertainty about future levels of funding for local government. However, the Authority has determined that this uncertainty is not yet sufficient to provide an indication that the assets of the Authority might be impaired as a result of a need to close facilities and reduce levels of service provision.
- The Council has entered into 5 Private Financial Initiatives/Public Private Partnership and similar contracts for the provision of educational buildings, the construction of a new road and waste recycling plant. The Council has considered the tests under IFRIC 12 and concluded that these are service concession arrangements.
- The Covid-19 pandemic will have an inevitable impact on the valuation of assets reported in these accounts. Less weight to previous market evidence for comparison purposes can be given to inform opinions on values as an unprecedented set of circumstances exist on which to base judgement. In this regard the Property Plant & Equipment revaluations (shown in detail in Note 15) do not reflect the consequences of the prevailing COVID-19 pandemic and its influence on the property market and wider economy which are anticipated to be significant. The Council will keep these valuations under frequent review over coming months in accordance with guidance from the Royal Institute of Chartered Surveyors.

7. ASSUMPTIONS MADE ABOUT THE FUTURE AND OTHER MAJOR SOURCES OF ESTIMATION UNCERTAINTY

The Statement of Accounts contains estimated figures that are based on assumptions made by the Authority 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 Authority's 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 Actual Results differ Assumptions
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 Authority 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 £60.56m, a 0.5% increase in the salary increase rate will result in an increase in liabilities of £10.32m and a 0.5% increase in the pension increase rate will result in an increase in liabilities of £49.31m
Pensions Liability – <i>McCloud/Sargeant</i> ruling	When the Local Government Pension Scheme (LGPS) Scotland benefit structure was reformed in 2015, transitional protections were	The effects on the net pension liability as provided by the form of consulting activities results in an estimated increase

**Notes to the Accounts (cont'd)**

	applied to certain older members. Due to a recent Court of Appeal ruling (McCloud/Sargeant) these protections may need enhanced to all eligible members. A form of consulting actuaries was engaged to provide the Authority with expert advice about the assumptions to be applied.	of £2.836m. This is reflected in the Balance Sheet.
Property Values	The calculation of the value of certain non-current assets is dependent on their assumed level of occupancy. In addition, it is anticipated that property values will be significantly impacted by the Covid-19 pandemic, however as the market evidence is not currently available, its effect is not reflected in the accounts.	The all-risk yield applied reflects the relative security of the buildings anticipated income stream, any movement in this will have an impact on the valuation.
Arrears	At 31 March 2020, the Authority had a balance of sundry debtors of £2.28M. A review of significant balances suggested that an impairment of doubtful debts of 48.26%/ £1.1m 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, a doubling of the amount of the impairment of doubtful debts would require an additional £1.1m to be set aside as an allowance.

This list does not include assets and liabilities that are carried at fair value based on a recently observed market price.

8. **COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT – MATERIAL ITEMS OF INCOME AND EXPENSE**

The following items of income and expenditure are material and are shown net in the Comprehensive Income and Expenditure Account.

Disposal of property, plant and equipment	£000
Net Book Value of Assets	32
Sale Proceeds	(252)
(Profit)/loss on disposal	<u>(220)</u>

9. **EVENTS AFTER THE BALANCE SHEET DATE**

The Statement of Accounts was authorised for audit by the Head of Accountancy (Chief Financial Officer) on 8 June 2020. Events taking place after this date are not reflected in the financial statements or notes. Where events taking place before this date provided information about conditions existing at 31 March 2020, the figures in the financial statements and notes have been adjusted in all material respects to reflect the impact of this information.

10. **MOVEMENT IN RESERVES STATEMENT – ADJUSTMENTS BETWEEN ACCOUNTING BASIS AND FUNDING BASIS UNDER REGULATIONS**

This note details the adjustments that are made to the total Comprehensive Income and Expenditure Statement recognised by the Authority, in the year in accordance with proper accounting practice,

**Notes to the Accounts (cont'd)**

to the resources that are specified by statutory provisions as being available to the Authority to meet future capital and revenue expenditure. Movements can be traced through Note 25.

2019/20	General Fund Balance £000	Housing Revenue Account £000	Capital Reserve £000	Repairs and Renewals Fund £000	Insurance Fund £000	Movement in Unusable Reserves £000
Adjustments primarily involving the Capital Adjustment Account						
Reversal of items debited or credited to the Comprehensive Income and Expenditure Statement:						
Charges for depreciation and impairment of non-current assets	(16,577)	(9,290)				25,867
Amortisation of intangible assets (Note 17)	(133)					133
Capital grants and contributions applied (Note 33)	16,875	1,425				(18,300)
Amounts of non-current assets written off on disposal or sale as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement (Note 8)	(32)	-	252			(220)
Insertion of items not debited or credited to the Comprehensive Income and Expenditure Statement:						
Statutory provision for the financing of capital investment	12,020	2,567				(14,587)
Capital expenditure charged against the General Fund and HRA balances	2,231	-				(2,231)
Voluntary provision for repayment of debt (Note 25)	108					(108)
Adjustments primarily involving the Capital Reserve:						
Use of the Capital Reserve to finance new capital expenditure (Note 33)			1,200			(1,200)
Adjustments primarily involving the Financial Instruments Adjustment Account:						
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 (Note 25)	10					(10)
Adjustments primarily involving the Pensions Reserve:						
Reversal of items relating to retirement benefits debited or credited to the Comprehensive Income and Expenditure Statement (Note 25)	(11,748)	(753)				12,501
Adjustment primarily involving the Statutory Accumulating Compensated Absences Account:						
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 (Note 25)	(453)	(2)				455
Total Adjustments (see MIRS)	2,301	(6,053)	1,452	-	-	2,300

**Notes to the Accounts (cont'd)**

2018/19	General Fund Balance £000	Housing Revenue Account £000	Capital Reserve £000	Repairs and Renewals Fund £000	Insurance Fund £000	Movement in Unusable Reserves £000
Adjustments primarily involving the Capital Adjustment Account						
Reversal of items debited or credited to the Comprehensive Income and Expenditure Statement:						
Charges for depreciation and impairment of non-current assets	(21,061)	(8,232)	-	-	-	29,293
Amortisation of intangible assets (Note 17)	(240)	-	-	-	-	240
Capital grants and contributions applied (Note 33)	15,383	3,019	-	-	-	(18,402)
Amounts of non-current assets written off on disposal or sale as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement (Note 8)	(913)	(207)	2,107	-	-	(987)
Insertion of items not debited or credited to the Comprehensive Income and Expenditure Statement:						
Statutory provision for the financing of capital investment	11,021	3,009	-	-	-	(14,030)
Capital expenditure charged against the General Fund and HRA balances	2,339	300	-	-	-	(2,639)
Voluntary provision for repayment of debt (Note 25)	108	-	-	-	-	(108)
Adjustments primarily involving the Capital Reserve:						
Use of the Capital Reserve to finance new capital expenditure (Note 33)	-	-	8,466	-	-	(8,466)
Adjustments primarily involving the Financial Instruments Adjustment Account:						
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 (Note 25)	9	-	-	-	-	(9)
Adjustments primarily involving the Pensions Reserve:						
Reversal of items relating to retirement benefits debited or credited to the Comprehensive Income and Expenditure Statement (Note 25)	(18,222)	(569)	-	-	-	18,791
Adjustment primarily involving the Statutory Accumulating Compensated Absences Account:						
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 (Note 25)	(395)	(3)	-	-	-	398
Total Adjustments (see MIRS)	(11,971)	(2,683)	10,573	-	-	4,081

**Notes to the Accounts (cont'd)****11. MOVEMENT IN RESERVES STATEMENT – TRANSFER TO/FROM EARMARKED RESERVES**

This note sets out the amounts set aside from the General Fund balances in earmarked reserves to provide financing for future expenditure plans and the amounts posted back from earmarked reserves to meet General Fund expenditure in 2019/20.

	Balance at 31 March 2018 £000	Transfers Out 2018/19 £000	Transfers In 2018/19 £000	Balance at 31 March 2019 £000	Transfers Out 2019/20 £000	Transfers In 2019/20 £000	Balance at 31 March 2020 £000
Non-earmarked Reserve	(10,133)	1,786	(2,207)	(10,554)	2,300	(1,389)	(9,643)
Equalisation Reserve	(2,558)	-	(241)	(2,799)	-	(36)	(2,835)
Modernisation Fund	(7,292)	694	(1,062)	(7,660)	652	(42)	(7,050)
Unspent Grants	(1,102)	1,102	(2,003)	(2,003)	2,003	(5,246)	(5,246)
Whitelee Wind Farm	(780)	374	(286)	(692)	239	(294)	(747)
Commuted Sums	(2,294)	248	(447)	(2,493)	1,342	(1,009)	(2,160)
Devolved School Management	(2,271)	569	(1,500)	(3,202)	1,763	(2,141)	(3,580)
Feasibility Fund	-	-	(200)	(200)	-	-	(200)
General Fund Total	(26,430)	4,773	(7,946)	(29,603)	8,299	(10,157)	(31,461)
HRA	(1,629)	300	(389)	(1,718)	-	(598)	(2,316)
Capital Reserve	(11,454)	8,466	(847)	(3,835)	1,200	(21)	(2,656)
Repairs and Renewal Fund	(8,410)	3,035	(1,206)	(6,581)	1,791	(1,039)	(5,829)
Insurance Fund	(1,934)	-	(16)	(1,950)	-	(10)	(1,960)
Total	(49,857)	16,574	(10,404)	(43,687)	11,290	(11,825)	(44,222)

12. COMPREHENSIVE INCOME & EXPENDITURE STATEMENT – OTHER OPERATING EXPENDITURE

	2019/20 £000	2018/19 £000
(Gain)/Loss on disposal of Fixed Asset (See Note 8)	(220)	(987)
Rental Income – operating lease over property, plant and equipment	(821)	(831)
	(1,041)	(1,818)

**Notes to the Accounts (cont'd)****13. COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT – FINANCING AND INVESTMENT INCOME AND EXPENDITURE**

	2019/20 £000	2018/19 £000
Interest payable and similar charges	10,349	10,885
Pension interest costs and expected return on pension assets	3,391	2,445
Interest receivable and similar income	(484)	(1,038)
Expected credit loss	2	3
Total	13,258	12,295

14. COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT – TAXATION AND NON SPECIFIC GRANT INCOMES

	2019/20 £000	2018/19 £000
Council Tax income	(52,170)	(50,114)
Non domestic rates	(15,377)	(14,318)
Non ring-fenced government grants	(168,731)	(162,932)
Capital grants and contributions	(18,300)	(18,402)
Total	(254,578)	(245,766)

**Notes to the Accounts (cont'd)****15. PROPERTY, PLANT AND EQUIPMENT****Movements on Balances****Movements in 2019/20**

	Council Dwellings £000	Other Land and Buildings £000	Vehicles, Plant, Furniture & Equipment £000	Infrastructure Assets £000	Community Assets £000	Surplus Assets £000	Assets Under Construction £000	PFI Assets Included in Property, Plant and Equipment £000	Total Property, Plant and Equipment £000
Cost or Valuation									
At 1 April 2019	174,859	332,869	40,462	40,120	3,322	2,507	15,810	147,251	757,200
Additions	7,269	6,984	7,224	4,918	138	-	20,246	4,026	50,805
Donations	-	-	-	-	-	-	-	-	-
Revaluation increases/(decreases) recognised in the Revaluation Reserve	11,329	4,925	-	-	-	138	-	-	16,392
Revaluation increases/(decreases) recognised in the Surplus/Deficit on the Provision of Services	(2,256)	37	-	-	-	129	-	-	(2,090)
Derecognition – disposals	-	-	(1,140)	-	-	-	-	-	(1,140)
Derecognition – other	-	-	-	-	-	-	-	-	-
Assets reclassified (to)/from Held for Sale	-	-	-	-	-	-	-	-	-
Assets transferred to/from assets under construction	3,427	13,785	-	-	-	-	(17,212)	-	-
Assets transferred to/from Surplus Assets	-	-	-	-	-	-	-	-	-
Depreciation written back on revaluation	(5,959)	(523)	-	-	-	(2)	-	-	(6,484)
At 31 March 2020	188,669	358,077	46,546	45,038	3,460	2,772	18,844	151,277	814,683
Accumulated Depreciation and Impairment									
At 1 April 2019	(10,064)	(5,853)	(31,334)	(11,219)	-	(52)	-	(11,772)	(70,294)
Depreciation charge	(6,835)	(6,981)	(5,092)	(1,470)	-	(2)	-	(3,428)	(23,808)
Depreciation written out on revaluation and disposal	5,958	523	1,140	-	-	2	-	-	7,623
Derecognition	-	-	-	-	-	52	-	-	52
At 31 March 2020	(10,941)	(12,311)	(35,286)	(12,689)	-	-	-	(15,200)	(86,427)
Net Book Value At 31 March 2020	177,728	345,766	11,260	32,349	3,460	2,772	18,844	136,077	728,256
At 31 March 2019	164,795	327,016	9,128	28,901	3,322	2,455	15,810	135,479	686,906

**Notes to the Accounts (cont'd)****Comparative Movements in 2018/19**

	Council Dwellings £000	Other Land and Buildings £000	Vehicles, Plant, Furniture & Equipment £000	Infrastructure Assets £000	Community Assets £000	Surplus Assets £000	Assets Under Construction £000	PFI Assets Included in Property, Plant and Equipment £000	Total Property, Plant and Equipment £000
Cost or Valuation									
At 1 April 2018	167,467	323,202	36,555	37,578	2,989	3,532	3,555	145,967	720,845
Additions	4,181	7,857	4,627	2,542	333	9	19,929	1,284	40,762
Donations	-	-	-	-	-	-	-	-	-
Revaluation increases/(decreases) recognised in the Revaluation Reserve	7,705	3,885	-	-	-	-	-	-	11,590
Revaluation increases/(decreases) recognised in the Surplus/Deficit on the Provision of Services	(1,603)	(5,300)	-	-	-	-	-	-	(6,903)
Derecognition – disposals	-	-	(720)	-	-	-	-	-	(720)
Derecognition – other	-	-	-	-	-	-	-	-	-
Assets reclassified (to)/from Held for Sale	-	-	-	-	-	(1,034)	-	-	(1,034)
Assets transferred to/from assets under construction	2,550	5,124	-	-	-	-	(7,674)	-	-
Assets transferred to/from Surplus Assets	-	-	-	-	-	-	-	-	-
Depreciation written back on revaluation	(5,441)	(1,899)	-	-	-	-	-	-	(7,340)
At 31 March 2019	174,859	332,869	40,462	40,120	3,322	2,507	15,810	147,251	757,200
Accumulated Depreciation and Impairment									
At 1 April 2018	(9,063)	(1,165)	(27,634)	(9,963)	-	(26)	-	(8,067)	(55,918)
Depreciation charge	(6,443)	(6,587)	(4,373)	(1,256)	-	(26)	-	(3,705)	(22,390)
Depreciation written out on revaluation and disposal	5,442	1,899	673	-	-	-	-	-	8,014
Derecognition	-	-	-	-	-	-	-	-	-
At 31 March 2019	(10,064)	(5,853)	(31,334)	(11,219)	-	(52)	-	(11,772)	(70,294)
Net Book Value At 31 March 2019	164,795	327,016	9,128	28,901	3,322	2,455	15,810	135,479	686,906
At 31 March 2018	158,404	322,037	8,921	27,615	2,989	3,506	3,555	137,900	664,927



Notes to the Accounts (cont'd)

Depreciation

The following useful lives and depreciation rates have been used in the calculation of depreciation:

- Council Dwellings – 30 - 40 years
- Other Land and Buildings - 10 - 50 years
- Vehicles, Plant, Furniture & Equipment - 4 - 20 years.
- Infrastructure - 23 years
- Community Assets – 0 - 20 years

Capital Commitments

At 31 March 2020, the Authority was progressing a number of projects for the construction or enhancement of Property, Plant and Equipment in 2020/21 and future years. The major commitments include the following projects which have been stated at full project cost:-

	£000
Primary School Newton Mearns	15,050
Early Learning & Childcare Expansion to 1,140 hours	24,902
Core System Upgrade	3,500
Wireless Local Area Network	1,050
House Building Programme	14,747

Revaluations

The Authority carries out a five year revaluation programme ensuring that all Property, Plant and Equipment required to be measured at fair value is revalued on a regular basis. In the current year, the following assets have been revalued Housing, Car Parks, Development Sites, Recreation Grounds and Cemeteries. All valuations were carried out internally. Valuations of land and buildings were carried out in accordance with the methodologies and bases for estimation set out in the professional standards of the Royal Institution of Chartered Surveyors. Valuations of vehicles, plant, furniture and equipment are based on current prices where there is an active second-hand market or latest list prices adjusted for the condition of the asset.

The significant assumptions applied in estimating the fair values are:-

- the amount which an asset could be exchanged for, between knowledgeable, willing parties, in an arm's length transaction
- the amount that would be paid for the asset in its existing use.
- the amount as determined at an assumed valuation date.

Please note, however, that these valuations do not reflect the consequences of the prevailing COVID-19 pandemic and its influence on the property market and wider economy which are anticipated to be significant.

**Notes to the Accounts (cont'd)****16. HERITAGE ASSETS****Reconciliation of the carrying value of Heritage Assets held by the Authority**

	Statues £000	Civic Regalia £000	Total Tangible Assets £000	Number Plates £000	Total Intangible Assets £000	Total Heritage Assets £000
Cost or valuation At 1 April 2019	94	65	159	75	75	234
Revaluations	-	-	-	-	-	-
At 31 March 2020	94	65	159	75	75	234

	Statues £000	Civic Regalia £000	Total Tangible Assets £000	Number Plates £000	Total Intangible Assets £000	Total Heritage Assets £000
Cost or valuation At 1 April 2018	94	65	159	75	75	234
Revaluations	-	-	-	-	-	-
At 31 March 2019	94	65	159	75	75	234

Further details on Heritage Assets can be found in Note 42.

**Notes to the Accounts (cont'd)****17. INTANGIBLE ASSETS**

The Authority accounts for its software licences as intangible assets, to the extent that they are not an integral part of a particular IT system and accounted for as part of the hardware item of Property, Plant and Equipment.

All licences are given a finite useful life of less than 5 years, based on assessments of the period that they are expected to be of use to the Authority.

The carrying amount of intangible assets is amortised on a straight-line basis. The amortisation of £133k charged to revenue in 2019/20 was charged to the IT Administration cost centre.

The movement on Intangible Asset balances during the year is as follows:

	2019/20 Software Licences £000	2018/19 Software Licences £000
Balance at start of year:		
• Gross carrying amounts	1,606	1,216
• Accumulated amortisation	(1,220)	(980)
Net carrying amount at start of year	386	236
Additions:		
• Internal development	-	-
• Purchases	36	390
• Acquired through business combinations	-	-
Amortisation for the period	(133)	(240)
Other changes	-	-
Derecognition		
• Gross Book Value	-	-
• Accumulated amortisation	-	-
Net carrying amount at end of year	289	386
Comprising:		
• Gross carrying amounts	1,642	1,606
• Accumulated amortisation	(1,353)	(1,220)
Balance at end of year:	289	386



Notes to the Accounts (cont'd)

18. ASSETS HELD FOR SALE

	Current Assets 2019/20 £000	Current Assets 2018/19 £000
Balance outstanding at start of year	1,034	1,037
Assets newly classified as held for sale:		
• Property, Plant and Equipment	-	1,033
• Other assets/liabilities in disposal groups	-	-
Additions	3	36
Revaluation losses	-	-
Revaluation gains	-	-
Impairment Gains	31	
Impairment losses	-	-
Assets declassified as held for sale:		
• Property, Plant and Equipment	-	-
• Other assets/liabilities in disposal groups	-	-
Assets sold	(31)	(1,072)
Derecognition	(51)	-
Transfers from non-current to current	-	
Balance outstanding at year-end:	986	1,034

**Notes to the Accounts (cont'd)****19. FINANCIAL INSTRUMENTS**

Categories of Financial Instruments

The following categories of financial instrument are carried in the Balance Sheet and reflect the impact of IFRS 9.

	Long-term		Current	
	31 March 2020 £000	31 March 2019 £000	31 March 2020 £000	31 March 2019 £000
Investments				
Loans and receivables	262	271	73,559	66,901
Total investments	262	271	73,559	66,901
Borrowings				
Financial liabilities at amortised cost (including Bank overdraft and long term creditors)	(114,319)	(87,881)	(3,751)	(4,944)
Total Borrowings	(114,319)	(87,881)	(3,751)	(4,944)
Other Long Term Liabilities				
PFI and finance lease liabilities	(83,837)	(85,748)	(4,864)	(4,732)
Total other long term liabilities	(83,837)	(85,748)	(4,864)	(4,732)

The income and expenses recognised in the Comprehensive Income and Expenditure statement in relation to financial instruments are as follows:-

	2019/20 Surplus or Deficit on the Provision of Services £000	2018/19 Surplus or Deficit on the Provision of Services £000
Net gains/losses on:		
• Financial assets or financial liabilities measured at amortised cost	-	-
Interest revenue:		
• Financial assets or financial liabilities measured at amortised cost	3,814	3,738
Fee income:		
• Financial assets or financial liabilities that are not at fair value through profit or loss	-	-
Fee expense:		
• Financial assets or financial liabilities that are not at fair value through profit or loss	206	182
Total net(gain) / losses	4,020	3,920



Notes to the Accounts (cont'd)

Fair Values of Assets and Liabilities

Financial liabilities and financial assets including long term debtors and creditors are carried on the balance sheet at amortised cost. Their fair value can be assessed by calculating the present value of the cash flows that take place over the remaining life of the instruments (Level 2*), using the following assumptions:

- For loans from the PWLB payable, borrowing rates from the PWLB have been applied to provide the fair value under PWLB debt redemption procedures. As the Debt Management Office provides a transparent approach allowing the exit cost to be calculated without undertaking a repayment or transfer it is appropriate to disclose the exit price. As an alternative, we have assessed the cost of taking a new loan at PWLB new loan rates applicable to existing loans on Balance Sheet date (which could be viewed as a proxy for transfer value);
- For non-PWLB loans payable, PWLB prevailing market rates have been applied to provide the fair value under PWLB debt redemption procedures;
- For loans receivable prevailing benchmark market rates have been used to provide the fair value;
- No early repayment or impairment is recognised;
- Where an instrument has a maturity of less than 12 months or is a trade or other receivable the fair value is taken to be the carrying amount or the billed amount;

Mark to Model Valuation for Financial Instruments – As at 31 March the Council held £73,821k financial assets and £118,070k financial liabilities for which Level 2 valuations will apply. All the financial assets are held with Money Market Funds and Notice Accounts. The financial liabilities are held with PWLB and Market lenders. All of these investments and borrowings were not quoted on an active market and a Level 1* valuation is not available. To provide a fair value which provides a comparison to the carrying amount, we have used a financial model valuation provided by Link Asset Services. This valuation applies the Net Present Value approach, which provides an estimate of the value of payments in the future in today's terms as at the balance sheet date. This is a widely accepted valuation technique commonly used by the private sector. Our accounting policy uses New Borrowing Rates to discount the future cash flows.

The fair values calculated are as follows:

	31 March 2020		31 March 2019	
	Carrying amount	Fair Value	Carrying amount	Fair Value
	£000	£000	£000	£000
Financial liabilities	118,070	143,696	92,825	127,097

The fair value of the liabilities is greater than the carrying amount because the Council's portfolio of loans includes a number of fixed rate loans where the interest rate payable is higher than the rates available for similar loans in the market at the balance sheet date. This shows a notional future loss (based on economic conditions at 31 March 2020) arising from a commitment to pay interest to lenders above current market rates.

Link Asset Services have also provided fair value calculations based on premature repayment. This shows the following comparable figures:-

	31 March 2020		31 March 2019	
	Carrying amount	Fair Value	Carrying amount	Fair Value
	£000	£000	£000	£000
Financial liabilities	118,070	224,129	92,825	153,440

**Notes to the Accounts (cont'd)**

The authority has a continuing ability to borrow at concessionary rates from the PWLB rather than from the markets, termed the PWLB Certainty interest rates. As a result of its PWLB commitments for fixed rate loans a comparison of the terms of these loans with the new borrowing rates available from the PWLB has been used to calculate the fair value. As part of the Financial Liabilities shown in the two tables above is a PWLB carrying amount of £99.57m, the fair value using New Borrowing Rates would be £118.95m. But, if the authority were to seek to avoid the projected loss by repaying the loans to the PWLB, the PWLB would raise a penalty charge. The exit price for the PWLB loans including the additional charges would be £188.14m.

The redemption charge is a supplementary measure of the fair value of the Public Works Loan Board (PWLB) loans of £99.57m. It measures the economic effect of the terms agreed with the PWLB compared with estimates of the terms that would be offered for market transactions undertaken at the Balance Sheet date, which has been assumed as the PWLB redemption interest rates. The difference between the carrying amount and the fair value measures the additional interest that the authority will pay over the remaining terms of the loans under the agreements with the PWLB, against what would be paid if the loans were at prevailing market rates.

	31 March 2020		31 March 2019	
	Carrying amount	Fair Value	Carrying amount	Fair Value
	£000	£000	£000	£000
Deposits: short-term	39,311	39,393	32,904	32,965
Investments: short-term	34,248	34,322	33,997	34,033
Investments: long-term	262	262	271	271
	73,821	73,977	67,172	67,269

The fair value of the assets is similar to the carrying amount because the Council's portfolio of loans includes all variable rate loans where the interest rates receivable are similar to the rates available for similar loans at the Balance Sheet date.

Short-term debtors and creditors are carried at cost as this is a fair approximation of their value.

* Definitions of Levels 1 - 3 can be found within the Accountancy Policies - Note 1

20. DEBTORS

	31 March 2020	31 March 2019
	£000	£000
Trade receivables	2,276	2,577
Receivables from related parties	8,544	6,439
Prepayments	2,244	1,034
Other accounts	3,144	5,741
Total	16,208	15,791

**Notes to the Accounts (cont'd)****21. DEBTORS FOR LOCAL TAXATION**

The past due but not impaired amount for local taxation (council tax and non-domestic rates) can be analysed by age as follows:

	31 March 2020 £000	31 March 2019 £000
Less than one year	2,366	2,236
Between one to two years	1,485	1,403
Between two and five years	3,063	2,887
More than five years	6,829	6,475
Total	13,743	13,001

Bad debt provision is provided for 2% of the amount levied in the current year and 100% of prior year debt.

22. CASH FLOW STATEMENT – CASH AND CASH EQUIVALENTS

The balance of Cash and Cash Equivalents is made up of the following elements:

	31 March 2020 £000	31 March 2019 £000
Cash held by the Authority	18	17
Bank current accounts	(3,190)	(2,781)
Short-term deposits	39,311	32,904
Total	36,139	30,140

23. CREDITORS

	31 March 2020 £000		31 March 2019 £000	
	Short-term	Long-term	Short-term	Long-term
Trade payables	(4,772)	-	(8,163)	-
Payables to related parties	(8,999)	-	(9,749)	-
Other accounts	(30,465)	(93)	(30,604)	(93)
TOTAL	(44,236)	(93)	(48,516)	(93)

**Notes to the Accounts (cont'd)****24. PROVISIONS**

	Teachers Maternity Pay £000	Short- term provisions £000	SRC Operations £000	Insurance Excess £000	Long-term provisions £000
Balance at 31 March 2019	(152)	(152)	(7)	(144)	(151)
Additional provisions made in 2019/20	(221)	(221)	(32)	-	(32)
Amounts used in 2019/20	164	164	15	11	26
Unused amounts reversed in 2019/20	-	-	-	-	-
Balance at 31 March 2020	(209)	(209)	(24)	(133)	(157)

The Council has one short term provision to cover holidays accrued whilst teachers are on maternity.

Two long term provisions have been made in the accounts totalling £157k. These are made up firstly of £24k, a provision in respect of the former Strathclyde Regional Council's operations. Cost sharing arrangements are in place with the other eleven authorities which made up the former Strathclyde Region. East Renfrewshire Council's share of liabilities which will materialise in the future is 4.83%. Secondly, there is a provision of £133k to cover insurance excess for outstanding claims made against the Council.

25. BALANCE SHEET – UNUSABLE RESERVES

	31 March 2020	31 March 2019
	£000	£000
Revaluation Reserve	(167,123)	(155,245)
Capital Adjustment Account	(359,588)	(344,536)
Financial Instruments Adjustment Account	1,227	1,345
Pensions Reserve	87,594	134,841
Statutory Accumulating Compensated Absences Account	6,357	5,902
Total Unusable Reserves	(431,533)	(357,693)

Revaluation Reserve

The Revaluation Reserve contains the gains made by the Authority arising from increases in the value of its Property, Plant and Equipment. The balance is reduced when assets with accumulated gains are:

- revalued downwards or impaired and the gains are lost
- used in the provision of services and the gains are consumed through depreciation, or
- disposed of and the gains are realised.

**Notes to the Accounts (cont'd)**

The Reserve contains only revaluation gains accumulated since 1 April 2007, the date that the Reserve was created. Accumulated gains arising before that date are consolidated into the balance on the Capital Adjustment Account.

	31 March 2020	31 March 2019
	£000	£000
Balance at 1 April	(155,245)	(148,561)
Surplus or Deficit on revaluation of non-current assets not posted to the Surplus or Deficit on the Provision of Services:		
Upward revaluation of assets	(16,472)	(11,718)
Downward revaluation of assets and impairment losses not charged to the Surplus/Deficit on the Provision of Services	80	125
Amount written off to the Capital Adjustment Account:		
Difference between fair value depreciation and historical cost depreciation	4,514	4,204
Accumulated gains on assets sold or scrapped	-	705
Balance at 31 March	(167,123)	(155,245)

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 under statutory provisions.

The Account contains revaluation gains accumulated on Property, Plant and Equipment before 1 April 2007, the date that the Revaluation Reserve was created to hold such gains.

Note 10 provides details of the source of all the transactions posted to the account, apart from those involving the Revaluation Reserve.

	2019/20	2018/19
	£000	£000
Balance at 1 April	(344,536)	(324,636)
Reversal of items relating to capital expenditure debited or credited to the Comprehensive Income and Expenditure Account		
• Charges for depreciation and impairment of non-current assets	25,867	29,293
• Revaluation losses on Property, Plant and Equipment	-	-
• PPP/PFI lifecycle costs	(1,042)	(1,229)
• Amortisation of intangible assets	133	240
• Revenue expenditure funded from capital under statute	-	-
• Amounts of non-current assets written off on disposal or sale as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	-	1,120
	(319,578)	(295,212)

**Notes to the Accounts (cont'd)**

Adjusting amounts written out of the Revaluation Reserve	(4,514)	(4,909)
Net written out amount of the cost of non-current assets consumed in the year	(324,092)	(300,121)
Capital financing applied in the year:		
• Use of the Capital Receipts to finance new capital expenditure	(220)	(2,107)
• Grants applied to Capital Investment	(18,300)	(18,402)
• PPP/PFI Finance lease repayments	(4,751)	(4,308)
• Loan repayments for the financing of capital investment charged against the General Fund and HRA balances	(9,836)	(9,722)
• Capital Funded from Current Revenue/capital reserve	(2,389)	(9,876)
Balance at 31 March	(359,588)	(344,536)

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 per statutory provisions. East Renfrewshire Council uses the Account in the main, to manage premiums paid on the early redemption of loans. Over time, the expense is posted back to the General Fund Balance in accordance with statutory arrangements for spreading the burden on council tax. In the Authority's case, this period was restricted originally to 20 years. As a result, the balance on the Account at 31 March 2020 will be charged to the General Fund over the next 4 years. It is also a balancing account to allow for differences in statutory requirements and proper accounting practices for borrowing and investments.

	2019/20 £000	2018/19 £000
Balance at 1 April	1,345	1,462
Proportion of premiums incurred in previous financial years to be charged against the General Fund Balance in accordance with Statutory requirements	(108)	(108)
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	(10)	(9)
Balance at 31 March	1,227	1,345

Pensions Reserve

The Pensions 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 Authority 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 Authority makes employer's contributions to pension funds or eventually pays any pensions for which it is directly responsible. The debit balance on the Pensions Reserve therefore shows a substantial shortfall in the benefits earned by past and current employees and the resources

**Notes to the Accounts (cont'd)**

the Authority has set aside to meet them. The statutory arrangements will ensure that funding will have been set aside by the time the benefits come to be paid.

	2019/20 £000	2018/19 £000
Balance at 1 April	134,841	82,454
Actuarial (gains) or losses on pension assets and liabilities	(59,748)	33,596
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	24,461	29,612
Employer's pension contributions and direct payments to pensioners payable in the year	(11,960)	(10,821)
Balance at 31 March	87,594	134,841

Short term Accumulating Compensated Absences Adjustment Account

The Accumulating Compensated Absences Account absorbs the differences that would otherwise arise on the General Fund Balance from accruing for compensated absences earned but not taken in the year, e.g. annual leave entitlement carried forward at 31 March. Statutory arrangements require that the impact on the General Fund Balance is neutralised by transfers to or from the Account.

	2019/20 £000	2018/19 £000
Balance at 1 April	5,902	5,504
Settlement or cancellation of accrual made at the end of the preceding year	(5,902)	(5,504)
Amounts accrued at the end of the current year	6,357	5,902
Balance at 31 March	6,357	5,902

26. CASH FLOW STATEMENT – OPERATING ACTIVITIES

The cash flows for operating activities include the following items:

	2019/20 £000	2018/19 £000
Interest received	(62)	(518)
Interest paid	4,249	4,627
Interest element of finance lease rental and PPP/PFI payment	6,209	6,502

**Notes to the Accounts (cont'd)**

The (surplus) or deficit on the provision of services has been adjusted for the following non-cash movements:

	2019/20 £000	2018/19 £000
Depreciation and impairment	(25,867)	(29,293)
Amortisation of intangible assets	(133)	(240)
(Increase)/decrease in creditors	6,440	(7,247)
Increase/(decrease) in debtors	3,783	(795)
Increase/(decrease) in inventories	41	11
Movement in pension liability	(12,501)	(18,791)
Carrying amount of non-current assets and non-current assets held for sale, sold or de-recognised	220	987
Other non-cash items charged to the net surplus or deficit on the provision of services	18,418	18,519
	(9,599)	(36,849)

27. CASH FLOW STATEMENT – INVESTING ACTIVITIES

	2019/20 £000	2018/19 £000
Purchase of property, plant and equipment and intangible assets	48,604	41,354
Purchase of short-term and long-term investments	110,439	68,765
Proceeds from the sale of property, plant and equipment and intangible assets	(220)	(2,107)
Proceeds from short-term and long-term investments	(110,439)	(68,765)
Other receipts from investing activities	(26,706)	(15,518)
Net cash flows from investing activities	21,678	23,729

**Notes to the Accounts (cont'd)****28. CASH FLOW STATEMENT – FINANCING ACTIVITIES**

	2019/20 £000	2018/19 £000
Financing activities as at 1 April	(146,164)	(153,116)
Cash payments for the reduction of the outstanding Liability relative to a finance lease and on Balance Sheet PFI Contract	4,751	4,308
Repayments of short and long-term borrowing	(24,594)	2,644
Other payments for financing activities	-	-
Financing activities as at 31 March	(166,007)	(146,164)

29. AGENCY SERVICES

The Council bills and collects domestic water and sewerage charges on behalf of Scottish Water with its Council Tax.

During 2019/20 the Council collected and paid over £17.8m (2018/19 £17.1m) and received £0.259m (2018/19 £0.259m) for providing the service.

30. EXTERNAL AUDIT COSTS

	2019/20 £000	2018/19 £000
Agreed Audit Scotland audit fee for the year	232	227
Other Audit Services provided	-	-

31. GRANT INCOME

The Authority credited the following grants, contributions and donations to the Comprehensive Income and Expenditure Statement.

	2019/20 £000	2018/19 £000
Credited to Taxation and Non Specific Grant Income		
Revenue Support Grant	168,731	162,932
Non Domestic Rates	15,377	14,318
Capital Grants and Contributions	18,300	18,402
Total	202,408	195,652
Credited to Services		
Housing Benefit Subsidy	13,302	14,790
Housing Benefit Administration Grant	159	175
Pupil Equity Fund	1,344	1,428
Unitary Charge – Barrhead High School	1,832	1,832
Education 1140 expansion	1,985	421
Criminal Justice Grant	609	563

**Notes to the Accounts (cont'd)**

Credited to Services	2019/20 £000	2018/19 £000
Private Sector Housing Grant	252	257
Education Maintenance Allowance	418	405
Strathclyde Passenger Transport	376	297
Miscellaneous Revenue Grants	1,663	2,436
Total	224,348	218,256

The Authority has received a number of grants, contributions and donations that have yet to be recognised as income as they have conditions attached to them that will require the monies or property to be returned to the giver if they are not used as specified. The balances at the year-end are as follows:

Capital Grants Receipts in Advance	2019/20 £000	2018/19 £000
Developer's Contributions/ Commuted Sums	3,821	2,698
Environmental Improvement Grant	1,106	1,217
Town Centre Grant	848	-
Energy Grant	239	150
Miscellaneous	54	33
	6,068	4,098

32. RELATED PARTIES

The Authority is required to disclose material transactions with related parties - bodies or individuals that have the potential to control or influence the council or to be controlled or influenced by the council. Disclosure of these transactions 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 Authority.

Scottish Government

The Scottish Government has significant influence over the general operations of the authority – it is responsible for providing the statutory framework within which the Authority operates, provides the majority of its funding in the form of grants and prescribes the terms of many of the transactions that the Authority has with other parties. Grants received from government departments are set out in note 31.

Members

Members of the Council have direct control over the council's financial and operating policies. The total of members' allowances paid in 2019/20 is shown on page 40. The code of conduct for members requires them to complete a Declaration of Interest which is updated annually and held on a central register which is held by the Corporate and Community Department at Council Headquarters. A member is required to declare an interest where he/she feels that there may be a perception that their decision making may be influenced in any way by a personal interest or by representing an associated body. When this situation arises, and where appropriate, the relevant members do not take part in any discussion or decision in relation to that interest.

Officers

A similar register exists to enable officials to declare an interest when there could be a perception that a decision taken could be influenced by an activity undertaken on a personal basis or by representing

**Notes to the Accounts (cont'd)**

an associated body. Again, when this situation arises the relevant officer does not take part in any discussion or decision relating to that interest. This register is held by the Corporate and Community Department at the Council Headquarters. Remuneration paid to senior employees is shown on page 39.

Entities Controlled or Significantly Influenced by the Council

East Renfrewshire Culture and Leisure Trust and East Renfrewshire Integration Joint Board are deemed to be related parties of the Council, mainly through the Council's ability to exert influence over the entity through its representation on the respective Boards. The relevant transactions and balances with the bodies are:-

	During 2019/20		As at 31 March 2020	
	Charges to £m	Charges from £m	Due from £m	Due to £m
East Renfrewshire Culture & Leisure Trust	(0.483)	6.046	(0.169)	0.302
East Renfrewshire Integration Joint Board	(49.565)	49.565	(0.061)	4.699

33. CAPITAL EXPENDITURE AND CAPITAL FINANCING

The total amount of capital expenditure incurred in the year is shown in the table below, together with the resources that have been used to finance it. Where capital expenditure is to be financed in future years by charges to revenue as assets are used by the Authority, the expenditure results in an increase in the Capital Financing Requirement (CFR), a measure of the capital expenditure incurred historically by the Authority that has yet to be financed.

2019/20	Housing £000	General Fund £000	Total £000
<i>Opening Capital Financing Requirement as at 31 March 2019</i>	28,683	160,095	188,778
<i>Capital investment</i>			
Property, Plant and Equipment	9,485	41,323	50,808
Intangible Assets	-	36	36
Revenue Expenditure Funded from Capital under Statute			
<i>Sources of finance</i>			
Capital Reserve	-	(1,200)	(1,200)
Capital receipts	(4)	(248)	(252)
Government grants and other contributions	(1,425)	(16,875)	(18,300)
<i>Sums set aside from revenue</i>			
Direct revenue contributions	-	(1,189)	(1,189)
Finance lease Principal Repayments (including PFI/PPP Projects)	-	(5,793)	(5,793)
Loans Fund Principal	(2,567)	(7,269)	(9,836)
Closing Capital Financing Requirement as at 31 March 2020	34,172	168,880	203,052
Explanation of Movements in Year			
Increase in underlying need to borrow	5,489	5,831	11,320
Assets acquired under lease and lease type arrangements	-	2,954	2,954
Increase/(decrease) in Capital Financing Requirement	5,489	8,785	14,274

**Notes to the Accounts (cont'd)**

2018/19	Housing £000	General Fund £000	Total £000
<i>Opening Capital Financing Requirement as at 31 March 2018</i>	26,587	166,648	193,235
<i>Capital investment</i>			
Property, Plant and Equipment	8,628	32,451	41,079
Intangible Assets	-	108	108
Revenue Expenditure Funded from Capital under Statute	-	-	-
<i>Sources of finance</i>			
Capital Reserve	-	(8,466)	(8,466)
Capital receipts	(204)	(1,903)	(2,107)
Government grants and other contributions	(3,019)	(15,383)	(18,402)
<i>Sums set aside from revenue</i>			
Direct revenue contributions	(300)	(1,110)	(1,410)
Finance lease Principal Repayments (including PFI/PPP Projects)	-	(5,537)	(5,537)
Loans Fund Principal	(3,009)	(6,713)	(9,722)
Closing Capital Financing Requirement as at 31 March 2019	28,683	160,095	188,778
Explanation of Movements in Year			
Increase in underlying need to borrow	2,096	(6,553)	(4,457)
Assets acquired under lease and lease type arrangements	-	-	-
Increase/(decrease) in Capital Financing Requirement	2,096	(6,553)	(4,457)

34. LEASES**AUTHORITY AS A LESSEE****Operating Leases**

The Authority has operating leases within land, property, vehicles and equipment, incorporating a mix of lease lives.

The future minimum lease payments due under non-cancellable leases in future years are:

	31 March 2020 £000	31 March 2019 £000
Not later than one year	453	386
Later than one year and not later than five years	1,335	1,225
Later than five years	1,874	1,870
	3,662	3,481

The expenditure charged to the HSCP, Corporate and Community and Environmental lines in the Comprehensive Income and Expenditure Statement during the year in relation to these leases was.

**Notes to the Accounts (cont'd)**

	31 March 2020 £000	31 March 2019 £000
Minimum Lease payments	454	391
Contingent Rents	-	-
	454	391

AUTHORITY AS A LESSOR**Operating Leases**

The Authority leases out land and property under operating leases for the following purposes:

- for the provision of community services
- for economic development purposes to provide suitable affordable accommodation for local businesses

The future minimum lease payments receivable under non-cancellable operating leases in the aggregate and for each of the following periods:-

	31 March 2020 £000	31 March 2019 £000
Not later than one year	169	286
Later than one year and not later than five years	447	363
Later than five years	16,605	16,454
	17,221	17,103

The minimum lease payments receivable do not include rents that are contingent on events taking place after the lease was entered into, such as adjustments following rent reviews. In 2019/20 £6,189 contingent rents were receivable by the Authority (2018/19 contingent rents of £9,623 were received by the Authority).

35. PRIVATE FINANCE INITIATIVES AND SIMILAR CONTRACTS**(I) Schools PFI Contract**

The Council signed a contract on 20 April 2000 with East Ren Schools Services Ltd to procure the provision of services for the Council under the government's Private Finance Initiative.

The services are the provision of a new Mearns Primary School and an extension to St Ninian's High School. The contract is for a period of 25 years commencing August 2001

**Notes to the Accounts (cont'd)**

and the assets will revert to the Council at the end of the contract period. These assets are recognised on the Authority's Balance Sheet. Movements in their value over the year are detailed in the analysis of the movement on the Property, Plant & Equipment Balance in Note 15.

Movement in Value of Assets	£000
Valuation at 1 April 2019	22,899
Additions/Revaluations	164
Depreciation in Year	(607)
NET BOOK VALUE AT 31 MARCH 2020	22,456

The annual Unitary Charge is a fixed sum of £2.17m. This is offset by a Direct Support Payment from the Scottish Government of £1.25m leaving a net cost to the Council of £0.92m.

The total value of payments over the remainder of the contract before inflation will be £13.83m and the total value of income from the Scottish Government will be £7.95m resulting in a net outstanding undischarged obligation before inflation of £5.88m.

The Gross Unitary Charge is subject to inflation increases less than Retail Price Index but the gearing effect of the Scottish Government contribution carrying no increases results in the net burden increasing by more than the Retail Price Index.

	Estimated Cash Value of Payments Due to be Made				
	Liability	Contingent	Interest	Service	Total
	£000	Rent	£000	Charges	£000
	£000	£000	£000	£000	£000
Within 1 year	948	715	586	1,288	3,537
Within 2 to 5 years	4,327	2,994	1,391	6,357	15,069
Within 6 to 10 years	1,292	829	90	1,800	4,011
ESTIMATED TOTAL	6,567	4,538	2,067	9,445	22,617

(II) Roads PFI Contract

The Council finalised a PFI agreement in conjunction with South Lanarkshire Council and the Scottish Executive to construct the Glasgow Southern Orbital Road and the M77 extension. Some 26.67% of the asset relates to East Renfrewshire Council.

The contract was signed on 30 April 2003 with Connect to construct and thereafter maintain the new roads for a period of 30 years commencing April 2005. At the end of the contract period the roads will revert to the respective authorities. These assets are recognised on the Authority's Balance Sheet. Movements in their value over the year are detailed in the analysis of the movement on the Property, Plant & Equipment balance in Note 15.

**Notes to the Accounts (cont'd)**

Movement in Value of ERC Assets	£000
Valuation at 1 April 2019	28,301
Additions/Revaluations	300
Depreciation in Year	(588)
NET BOOK VALUE AT 31 MARCH 2020	28,013

Payment for the project is made through an Annual Unitary Charge which is made up of a Fixed Availability Element and an Expected Usage Element geared to forecast traffic flow.

Direct support payments from the Scottish Government result in an annual net cost to the Council of £100,000.

The outstanding undischarged net obligation is currently £1.5m

	Estimated Cash Value of Payments Due to be Made				Total £000
	Liability	Contingent Rent	Interest	Service Charges	
	£000	£000	£000	£000	
Within 1 year	1,008	357	1,291	879	3,535
Within 2 to 5 years	4,561	1,671	4,532	3,732	14,496
Within 6 to 10 years	7,075	2,675	4,104	5,097	18,951
Within 11 to 15 years	9,953	3,488	1,643	4,833	19,917
Within 16 to 20 years	205	72	6	48	331
ESTIMATED TOTAL	22,802	8,263	11,576	14,589	57,230

(III) Schools PPP Project

On 10 December 2004 the Council signed a further schools PPP contract for the provision of a new Williamwood High School, a new Primary School/Community Inclusive Education Campus for Carlibar and extensions to Mearns Castle High School and Woodfarm High School. The extensions were handed over to the Council in December 2005 and the new schools were handed over on target in July 2006.

The contract for services at the new schools is for 25 years commencing in July 2006. Services at the extensions commenced in December 2005 but will have the same end date as for the new schools. At the end of the contract period the assets will revert to the Council. These assets are recognised on the Authority's Balance Sheet. Movements in their value over the year are detailed in the analysis of the movement on the Property, Plant & Equipment balance in Note 15.

Movement in Value of Assets	£000
Valuation at 1 April 2019	60,576
Additions/Revaluations	576
Depreciation in Year	(1,609)
NET BOOK VALUE AT 31 MARCH 2020	59,543

**Notes to the Accounts (cont'd)**

The Annual Unitary Charge is a fixed sum of £6.86m and this is offset by a Direct Support Payment from the Scottish Government of £3.95m leaving a net cost to the Council of £2.91m.

The total value of payments over the remainder of the contract before inflation will be £77.18m and the total value of income from the Scottish Government will be £39.46m leaving a net outstanding undischarged obligation of £37.72m.

The Gross Unitary Charge is subject to inflation increases less than the Retail Price Index but the gearing effect of the Scottish Government contribution carrying no increases results in the net burden increasing by more than the Retail Price Index.

	Estimated Cash Value of Payments Due to be Made				Total £000
	Liability	Contingent Rent	Interest	Service Charges	
	£000	£000	£000	£000	
Within 1 year	2,219	1,673	2,584	3,066	9,542
Within 2 to 5 years	9,650	7,643	8,672	14,151	40,116
Within 6 to 10 years	16,938	12,777	6,230	18,882	54,827
Within 11 to 15 years	6,728	4,733	502	5,602	17,565
ESTIMATED TOTAL	35,535	26,826	17,988	41,701	122,050

(IV) Barrhead High School - Scotland's Schools for the Future NPD Project

On 21 March 2016 the Council signed a contract for the construction and maintenance of a replacement Barrhead High School to be delivered under the Scotland's Schools for the Future programme non-profit distributing (NPD) model. The new facility was handed over to the Council in August 2017.

The contract is for 25 years from August 2017 and the asset will revert to the Council at the end of the contract period. Movements in the value over the year are detailed in the analysis of the movement on the Property, Plant & Equipment balance in Note 15.

Movement in Value of Assets	£000
Valuation at 1 April 2019	23,703
Additions/Revaluations	14
Depreciation in Year	(624)
NET BOOK VALUE AT 31 MARCH 2020	23,093

The capital element of the Annual Service Payment will be fully covered by Scottish Government Revenue Funding Support payments.

The Annual Service Payment is a fixed sum of £2.105m and this is offset by Direct Support Payment from the Scottish Government of £1.832m leaving a net cost to the Council of £0.273m.

The total value of payments over the remainder of the contract before inflation will be £47.052m and the total value of income from the Scottish Government will be £41.497m leaving a net outstanding undischarged obligation of £5.555m

**Notes to the Accounts (cont'd)**

The Annual Service Payment is subject to inflation increases less than the Retail Price index but the Scottish Government contribution is fixed and will not increase over the lifetime of the project. This will result in an increasing net annual burden for the Council.

	Estimated Cash Value of Payments Due to be Made				Total £000
	Liability	Contingent Rent	Interest	Service Charges	
	£000	£000	£000	£000	
Within 1 year	611	26	1,374	169	2,180
Within 2 to 5 years	2,368	104	5,090	1,287	8,849
Within 6 to 10 years	3,155	60	5,482	2,674	11,371
Within 11 to 15 years	4,339	103	4,289	3,028	11,759
Within 16 to 20 years	6,431	381	2,556	2,829	12,197
Within 20 to 25 years	3,939	290	382	1,298	5,909
ESTIMATED TOTAL	20,843	964	19,173	11,285	52,265

(V) Clyde Valley Waste Recycling Plant

In January 2020 the Council entered into a 25 year contract for waste recycling which utilises residual waste to obtain thermal gain. North Lanarkshire is the lead authority, with an additional four councils taking part in the project through an Inter Authority Agreement. As a result in 2019/20 there was an initial addition to the projects valuation of £2.972m as detailed in the analysis of the movement on the Property, Plant & Equipment balance in Note 15.

Movement in Value of Assets	£000
Valuation at 1 April 2019	-
Additions/Revaluations	2,972
Depreciation in Year	-
NET BOOK VALUE AT 31 MARCH 2020	2,972

The Council makes an agreed payment each year which is increased by inflation and can be reduced if the provider fails to meet availability and performance standards in any year but which is otherwise fixed. Payments remaining to be made under the contracts as at 31 March 2020 including an adjustment for inflation and excluding any estimation of availability and performance deductions are as follows:

	Estimated Cash Value of Payments Due to be Made			Total £000
	Operating Costs	Liability	Interest	
	£000	£000	£000	
Within 1 year	8,025	77	103	8,205
Within 2 to 5 years	34,323	335	386	35,044
Within 6 to 10 years	48,503	490	412	49,405
Within 11 to 15 years	55,076	582	320	55,978
Within 16 to 20 years	61,735	691	211	62,637
Within 20 to 25 years	65,265	779	81	66,125
ESTIMATED TOTAL	272,927	2,954	1,513	277,394

**Notes to the Accounts (cont'd)****36. IMPAIRMENT LOSSES****Impairment of Assets**

Impairment losses/(reversals) of £2.059m were charged to the Comprehensive Income and Expenditure Statement. The breakdown between class of asset is as follows:-

	Losses	Reversal of Previous Losses	Net Loss/(Reversal)
	£000	£000	£000
Property, Plant & Equipment and Assets Held for Sale	2,537	(478)	2,059

37. TERMINATION BENEFITS

The Authority terminated the contracts of a number of employees in 2019/20 incurring liabilities of £2.07m (£2.02m in 2018/19). This was in respect of 95 officers (44 officers in 2018/19) from across the Council. The Remuneration Report at page 44 provides further details on exit packages.

38. PENSION SCHEMES ACCOUNTED FOR AS DEFINED CONTRIBUTION SCHEMES

East 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 2016. This valuation informed an increase in the employer contribution rate from 17.2% to 23.0% of pensionable pay from September 2019 and an anticipated yield of 9.4% employees contribution.

The 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. However, it is accepted that the scheme can be treated for accounting purposes as a defined contribution scheme in circumstances where the Council is unable to identify its share of the underlying assets and liabilities of the scheme.

The employer contribution rate for the period 1 April 2019 is 17.2% increasing from 1 September to 23% of pensionable pay. The employee rate applied is variable and is anticipated to provide a yield of 9.4% of pensionable pay. In addition £0.34m was paid (2018/19 £0.33m) in respect of added years.

While a valuation was carried out as at 31 March 2016, it is not possible to say what deficit or surplus may affect future contributions. Work on the valuation was suspended by the UK Government pending the decision from the Court of Appeal (McCloud (Judiciary scheme) / Sargeant (Firefighters' Scheme) cases) that held that the transitional protections provided as part of the 2015 reforms was unlawfully discriminated on the grounds of age. The cost cap will be reconsidered once the final decision on a remedy and how this affects the Scottish Teachers' pension Scheme is known and its impact fully assessed in relation to any additional costs to the scheme.



Notes to the Accounts (cont'd)

The total contribution paid into the Teachers' Pension Scheme during the year ending 31 March 2019, by East Renfrewshire Council was £8.253m, equating to approximately 1.88% of the total contributions made to the scheme.

39. DEFINED BENEFIT PENSION SCHEMES

Participation in Pension Schemes

The post-employment scheme for employees other than teachers is the Local Government Pension Scheme (LGPS), and is administered in the West of Scotland by Glasgow City Council in respect of all local authorities and admitted bodies in the former Strathclyde Area. This is a multi-employer scheme in which it is possible for an employer to identify its share of the assets and liabilities on a consistent and reasonable basis. Employer's liabilities can be evaluated directly by the Actuary at any time on membership data. Individual employer assets have been apportioned to each employer since 2002. Prior to that date, each employer was considered to have the same funding as the whole Fund.

Benefits

- From 1 April 2015 the pension salary will be calculated on a career average salary and the accrued rate will be based on 1/49th of this calculation and years of pensionable service.
- For the period 1 April 2009 to 31 March 2015 the LGPS was a defined benefit final salary scheme and the pensions accrual rate guarantees a pension based on 1/60th of final pensionable salary and years of pensionable service. (Prior to 2009, the accrual rate guaranteed a pension based on 1/80th and a lump sum based on 3/80th of final pensionable salary and years of pensionable service).
- There is no automatic entitlement to a lump sum. Members may opt to give up (commute) pension for a lump sum up to the limit set by the Finance Act 2004. Pensions are increased annually in line with changes to the Pensions (Increases) Act 1971 and Section 59 of the Social Security Pensions Act 1975.

Governance

- The Strathclyde Pension Fund is operated under the regulatory framework for the LGPS in Scotland and the governance of the scheme is the responsibility of the Strathclyde Pension Fund Committee. This committee is comprised solely of elected members of Glasgow City Council. Employing authorities (including East Renfrewshire Council) are represented at the Strathclyde Pension Fund Representative Forum.
- Policy is determined in accordance with the Local Government Pension Scheme (Scotland) Regulations. Management of the Fund's investments is carried out by the Fund's Investment Advisory Panel which selects and appoints a number of external investment managers/partners and monitors their investment performance.
- Under the Regulations, employers fall into three categories, scheme employers (also known as schedule bodies) such as East Renfrewshire Council, community admission bodies and transferee admission bodies. Admission agreements are generally assumed to be open-ended. However, either party can voluntarily terminate the admission agreement by giving an appropriate period of notice to the other party. Any deficit arising from the cessation valuation will usually be levied on the departing admission body as a capital payment.



Notes to the Accounts (cont'd)

McCloud

When the LGPS Scotland benefit structure was reformed in 2015, transitional protections were applied to certain older members close to normal retirement age. The benefits accrued from 1 April 2015 by these members are subject to an 'underpin' which means that they cannot be lower than what they would have received under the previous benefit structure. The underpin ensures that these members do not lose out from the introduction of the new scheme.

In December 2018 the Court of Appeal upheld a ruling ("McCloud/Sargeant") that similar transitional protections in the Judges' and Firefighters' Pension Schemes were unlawful on the grounds of age discrimination. The implications of the ruling are expected to apply to the LGPS (and other public service schemes) as well. The UK Government requested leave to appeal to the Supreme Court but this was denied at the end of June 2019. Therefore, LGPS Scotland benefits accrued from 2015 may need to be enhanced so that all eligible members, regardless of age, will benefit from the underpin. Alternatively, restitution may be achieved in a different way, for example by paying compensation. In either case, the clear expectation is that many more members would see an enhanced benefit rather than just those currently subject to these protections.

Quantifying the impact of judgement at this stage is very difficult because it will depend on the compensation awarded, members' future salary increases, length of service and retirement age, and whether (and when) members withdraw from active service. Salary increases in particular can vary significantly from year to year and from member to member depending on factors such as budget restraint, job performance and career progression. The Government Actuary's Department (GAD) has estimated that the impact for the LGPS England & Wales as a whole could be to increase active member liabilities by 3.2%, based on a given set of actuarial assumptions. A full description of the data, methodology and assumptions underlying these estimates is given in GAD's paper, dated 10 June 2019.

The Strathclyde Pension Fund's actuary has adjusted GAD's estimate to better reflect the Fund's local assumptions and circumstances, particularly those for salary increases and withdrawal rates. The revised estimate results in around a 1.8% increase in active member liabilities as at 31 March 2019 which results in an increase of approximately £6,677,000 for East Renfrewshire Council, this was subsequently revised in the current year to £2,836,000 as eligibility is now restricted to active members as at 31 March 2012.

Discretionary Post-retirement Benefits

Discretionary post-retirement benefits on early retirement are an unfunded defined benefit arrangement, under which liabilities are recognised when awards are made. There are no pension plan assets built up to meet these pension liabilities.

Transactions Relating to Post-Employment Benefits

We recognise the cost of retirement benefits in the reported cost of services when they are earned by employees, rather than when the benefits are eventually paid as pensions. However, the charge we are required to make against council tax is based on the cash payable in the year, so the real cost of post-employment/retirement benefits is reversed out of the General Fund via the Movement in Reserves Statement. 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:

**Notes to the Accounts (cont'd)**

Included in net cost of services within Comprehensive Income and Expenditure Statement	Local Government Pension Scheme	
	2019/20 £000	2018/19 £000
• Current service cost	25,649	21,363
• Past service costs (including curtailments)	(3,303)	7,077
• Effect of settlement	-	-
• Contributions in respect of unfunded benefits <i>Included within Financing and Investment Income and Expenditure</i>	(1,276)	(1,273)
• Net interest cost	3,391	2,445
Total of LGPS Post-Employment Benefits Charged to the Surplus or Deficit on the Provision of Services	24,461	29,612
Included within Other Comprehensive Income and Expenditure		
• Expected return on scheme assets	35,736	(16,351)
• Actuarial (gains) and losses on changes in demographic assumptions	(69,734)	-
• Actuarial (gains) and losses arising on changes in financial assumptions	(22,477)	49,360
• Other	(3,273)	587
	(35,287)	63,208

Movement in Reserves Statement

• Actual amount charged against the General Fund Balance for pensions in the year: employers' contributions payable to scheme	11,960	10,821
• Less: Total Post Employment Benefit charged to the Surplus or Deficit on Provision of Services	(24,461)	(29,612)
• Reversal of net charges made to the Surplus or Deficit for the Provision of Services for post-employment benefits in accordance with the Code	(12,501)	(18,791)

Pensions assets and liabilities required in the Balance Sheet

The amount included in the Balance Sheet arising from the authority's obligation in respect of its defined benefit plans is as follows:

	Local Government Pension Scheme	
	2019/20 £000	2018/19 £000
Present value of the defined benefit obligation	(602,311)	(669,782)
Fair value of plan assets	514,717	534,941
Net liability arising from defined benefit obligation	(87,594)	(134,841)

**Notes to the Accounts (cont'd)****Local Government
Pension Scheme****Reconciliation of the Movements in the Fair Value of Scheme Assets.**

	2019/20 £000	2018/19 £000
Opening fair value of scheme assets	534,941	503,553
Effect of Settlement		-
Interest income	12,870	13,615
Remeasurement gain/(loss)		
• The return on plan assets, excluding the amount included in the net interest expenses	(35,736)	16,351
• Other		-
The effect of changes in foreign exchange rates		-
Contributions from employer	11,960	10,821
Contributions from employees into the scheme	3,571	3,290
Benefits paid	(12,889)	(12,689)
Closing fair value of scheme assets	514,717	534,941

Reconciliation of Present Value of the Scheme Liabilities**Funded liabilities:
Local Government
Pension Scheme**

	2019/20 £000	2018/19 £000
Opening balance at 1 April	(669,782)	(586,007)
Effect of Settlement	-	-
Current service cost	(25,649)	(21,363)
Interest cost	(16,261)	(16,060)
Contributions from scheme participants	(3,571)	(3,290)
Remeasurement gains and (losses)		
• Actuarial gains and (losses) on changes in demographic assumptions	22,477	-
• Actuarial gains and (losses) arising on changes in financial assumptions	69,734	(49,360)
• Other	3,273	(587)
Past service cost	3,303	(7,077)
Benefits paid	14,165	13,962
Closing balance at 31 March	(602,311)	(669,782)

**Notes to the Accounts (cont'd)**

Local Government Pension Scheme assets comprised:

Asset Category	31-Mar-20				31-Mar-19			
	Quoted Prices in Active Markets	Prices not quoted in Active Markets	Total		Quoted Prices in Active Markets	Prices not quoted in Active Markets	Total	
	£000	£000	£000	%	£000	£000	£000	%
Equity Securities:								
Consumer	32,962	93	33,055	6	34,257	97	34,354	6
Manufacturing	26,707	81	26,787	5	27,756	84	27,840	5
Energy and Utilities	6,881	-	6,881	1	7,151	-	7,151	1
Financial Institutions	22,189	-	22,189	4	23,061	-	23,061	4
Health and Care	13,032	133	13,165	3	13,544	139	13,683	3
Information Technology	16,963	4	16,967	3	17,630	4	17,634	3
Other	-	-	-	-	-	-	-	-
Debt Securities								
Corporate Bonds (investment grade)	16,150	-	16,150	3	16,784	-	16,784	3
Corporate Bonds (non-investment grade)	-	-	-	-	-	-	-	-
UK Government	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Private Equity:								
All	-	61,506	61,506	12	-	63,923	63,923	12
Real Estate:								
UK Property	-	46,603	46,603	9	-	48,434	48,434	9
Overseas Property	-	-	-	-	-	-	-	-
Investment funds and unit trusts:								
Equities	146,186	12,671	158,857	31	151,930	13,169	165,099	31
Bonds	22,509	37,083	59,593	12	23,394	38,540	61,934	12
Hedge Funds	-	-	-	-	-	-	-	-
Commodities	258	-	258	-	268	-	268	-
Infrastructure	-	-	-	-	-	-	-	-
Other	-	660	660	-	-	686	686	-
Derivative:								
Inflation	-	-	-	-	-	-	-	-
Interest rate	-	-	-	-	-	-	-	-
Foreign exchange	-	-	-	-	-	-	-	-
Other	11	-	11	-	11	-	11	-
Cash and cash equivalents								
All	26,497	25,536	52,034	10	27,538	26,540	54,078	10
Totals	330,345	184,372	514,717	100	343,325	191,616	534,941	100

Please note, the sum of the individual items may not equal the totals shown due to rounding.

Basis for Estimating Assets and Liabilities

Liabilities have been assessed on an actuarial basis using the projected unit credit method, an estimate of the pensions that will be payable in future years dependent on assumptions about mortality rates, salary levels, etc. Both the Local Government Pension Scheme and Discretionary Benefits liabilities have been assessed by Hymans Robertson an independent firm of actuaries, estimates for the Strathclyde Pension Fund being based on the latest full valuation of the scheme as at 31 March 2017.

**Notes to the Accounts (cont'd)**

The principal assumptions used by the actuary have been:-

	Local Government Pension Scheme	
	2019/20	2018/19
Investment returns	(4.3%)	5.9%
Mortality assumptions:		
Longevity at 65 for current pensioners:		
• Men	20.7 years	21.4 years
• Women	22.9 years	23.7 years
Longevity at 65 for future pensioners:		
• Men	22.2 years	23.4 years
• Women	24.6 years	25.8 years
Rate of increase in salaries	3.0%	3.7%
Rate of increase in pensions	1.9%	2.5%
Rate for discounting scheme liabilities	2.3%	2.4%

The estimation of the defined benefit obligations is sensitive to the actuarial assumptions set out in the table above. The sensitivity analysis below has 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 assumptions in longevity, for example, assume that life expectancy increases or decreases for men and women. In practice, this is unlikely to occur, and changes in some of the assumptions may be interrelated. 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 below did not change from those used in the previous period.

Change in assumptions at 31 March 2020:	Approximate % increase to Employer Liability	Approximate monetary amount £000
0.5% decrease in Real Discount Rate	10	60,560
0.5% increase in the Salary Increase Rate	2	10,316
0.5% increase in the Pension Increase Rate	8	49,314

Asset and Liability Matching (ALM) Strategy

The main fund (Fund 1) of Strathclyde Pension Fund does not have an asset and liability matching strategy (ALM) as this is used mainly by mature funds. The Fund does match, to the extent possible, the types of assets invested to the liabilities in the defined benefit obligation. As is required by the pensions and investment regulations, the suitability of various types of investment has been considered, as has the need to diversify investments to reduce the risk of being invested into too narrow a range. The Fund invests in equities, bonds, properties and in cash.

Impact on the Authority's Cash Flow

The objectives of the Fund are 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. The Scheme is a multi-employer defined benefit plan and employers' contributions have been determined so that employee and employer rates are standard across all participating Local Authorities. Employer's contributions have been set at 19.3% for the next three years following completion of the triennial valuation as at 31 March 2017.



Notes to the Accounts (cont'd)

The Fund takes account of national changes to the Local Government Pension Scheme in Scotland such as the move from 1 April 2015 to a new career average revalued earning scheme (CARE) for future accruals.

The total contribution expected to be made by Council to Strathclyde Pension Fund in the year to 31 March 2021 is £11.149 million.

The weighted average duration of the defined benefit obligation for scheme members is 19.5 years (19.5 years 2018/19).

40. CONTINGENT LIABILITIES

There are contingent liabilities arising from insurance claims and a small number of legal cases currently in dispute. Also holiday pay issues are currently subject to Employment Law litigation on a national level and will not be resolved for a number of months. No liability has currently been accepted and no liability may arise. In addition, the potential impact of the guaranteed minimum pension equalisation / indexation has been identified as a potential liability, as have, the pension rights awarded in cases with same-sex married couples and civil partnerships. However, the financial impact is not clear and the timescale for the resolution of these matters may be lengthy. Further contingent liabilities exist in relation to the Council's share of any potential future claims against the former Strathclyde Regional Council and any shortfall in Government Funding to cover the additional pressures faced by the Council in connection to Covid-19.

In terms of East Renfrewshire Culture and Leisure Trust's admission to the Strathclyde Pension Scheme, the Council has guaranteed to accept liability for any unfunded pension costs should they cease to exist, withdraw from the scheme or become unable to meet any unfunded liability. The Council has not quantified the possible liability.

41. NATURE AND EXTENT OF RISKS ARISING FROM FINANCIAL INSTRUMENTS

The Authority's activities expose it to a variety of financial risks:

- credit risk - the possibility that other parties might fail to pay amounts due to the Authority
- liquidity risk - the possibility that the Authority might not have funds available to meet its commitments to make payments
- market risk - the possibility that financial loss might arise for the Authority as a result of changes in such measures as interest rates and stock market movements.

Overall Procedures for Managing Risk

The Council's overall risk management procedures focus on the unpredictability of financial markets, and are structured to implement suitable controls to minimise these risks. The procedures for risk management are set out through a legal framework in the Local Government (Scotland) Act 2003 and associated regulations. These require the Council to comply with the CIPFA Prudential Code, the CIPFA Code of Practice on Treasury Management in the Public Services and Investment Regulations issued through the Act. Overall, these procedures require the Council to manage risk in the following ways:

- by formally adopting the requirements of the CIPFA Treasury Management Code of Practice;
- by the adoption of a Treasury Policy Statement and treasury management clauses within its Financial Regulations/Standing Orders/Scheme of Delegation;
- by approving annually in advance prudential and treasury indicators for the following three years limiting:



Notes to the Accounts (cont'd)

- the Council's overall borrowing;
 - its maximum and minimum exposures to fixed and variable rates;
 - its maximum and minimum exposures to the maturity structure of its debt;
 - its maximum annual exposures to investments maturing beyond a year.
- by approving an investment strategy for the forthcoming year setting out its criteria for both investing and selecting investment counterparties in compliance with the Government Regulations.

These are required to be reported and approved at or before the Council's annual Council Tax setting budget. These items are reported with the annual treasury management strategy which outlines the detailed approach to managing risk in relation to the Council's financial instrument exposure. Actual performance is also reported after each year, as is a mid-year update.

The annual treasury management strategy including the prudential indicators was approved by Council on 28 February 2019 and is available on the Council website. The key issues within the strategy were:

- The Authorised Limit for 2019/20 was set at £250.498m. This is the maximum limit of external borrowings or other long term liabilities.
- The Operational Boundary was expected to be £229.626m. This is the expected level of debt and other long term liabilities during the year.
- The maximum amounts of fixed and variable interest rate exposure were set at 100% and 30% based on the Council's net debt.
- The maximum and minimum exposures to the maturity structure of debt are shown below.

These policies are implemented by a central treasury team. The Council maintains written principles for overall risk management, as well as written policies (Treasury Management Practices - TMPs) covering specific areas, such as interest rate risk, credit risk, and the investment of surplus cash. These TMPs are a requirement of the Code of Practice and are reviewed periodically.

Credit Risk

Credit risk arises from the deposits with banks and financial institutions.

This risk is minimised through the annual Treasury Management Strategy, which requires that deposits are not made with financial institutions unless they meet identified minimum credit criteria, in accordance with Fitch, Moody's and Standard and Poors Credit Ratings Services. The Annual Treasury Management Strategy also imposes a maximum sum to be invested and the time limits in respect of each financial institution.

The credit criteria in respect of financial assets held by the Council are detailed below:

The Council uses the creditworthiness service provided by Link Asset Services. This service uses a sophisticated modelling approach with credit ratings from all three rating agencies – Fitch, Moody's and Standard and Poor's, forming the core element. However, it does not rely solely on the current credit ratings of counterparties but also uses the following as overlays:

- Credit watches and credit outlooks from credit rating agencies
- CDS spreads to give early warning of likely changes in credit ratings

**Notes to the Accounts (cont'd)**

- Credit ratings, as follows:-

Financial Asset Category	Criteria	Criteria	
		Fitch	Moody's
Deposits with Bank and Money Market Funds	Short Term: Long Term:	F1 A-	P-1 / P-2 A3

The Authority's maximum exposure to credit risk in relation to its investments in banks, £12.5m, cannot be assessed generally as the risk of any institution failing to make interest payments or repay the principal sum will be specific to each individual institution. Recent experience has shown that it is rare for such entities to be unable to meet their commitments. A risk of irrecoverability applies to all of the Council's deposits, but there was no evidence at the 31 March 2020 that this was likely to crystallise.

Amounts Arising from Expected Credit Losses

At the end of the financial year expected credit losses were calculated on all amortised assets, on a 12 month basis, with the exception of investments in central government and other local authorities. This amount totalled £2,099 (2018/19 £2,977) during the year, the authority did not write off any financial assets.

Credit Risk Exposure

The authority has the following exposure to risk at 31 March 2020.

£000s	Credit Risk rating	Gross Carrying Amount (£)	Exposure to Credit Risk (£)
12-month expected credit losses	AAA	15,750,000	17
	AA-	42,000,000	0
	A+	11,500,000	1,416
	A	4,250,000	666
Simplified approach (trade receivables excluding statutory debtors - Council Tax and Non-Domestic Rates)	Less than 3 months and past due date	540,000	-
	Three to six months	108,000	-
	Six months to one year	158,000	-
	More than one year	970,000	-

The Council does not generally allow credit for customers, such that as at 31 March 2020 £1.776m of the £2.276m (£1.731m of £2.577m as at 31 March 2019) sundry income debtors balance is past its due date for payment.

No credit limits were exceeded during the reporting period and the authority does not expect any losses from non-performance by any of its counterparties in relation to deposits.

Liquidity Risk

The Council manages its liquidity position through the risk management procedures above (the setting and approval of prudential indicators and the approval of the treasury and investment strategy reports), as well as through a comprehensive cash flow management system, as required by the



Notes to the Accounts (cont'd)

CIPFA Treasury Management Code of Practice. This seeks to ensure that cash is available when needed.

The Council has ready access to borrowings from the money markets to cover any day to day cash flow need, and the PWLB and money markets for access to longer term funds. The Council is also required to provide a balanced budget through the Local Government Finance Act 1992, which ensures sufficient monies are raised to cover annual expenditure. There is therefore no significant risk that it will be unable to raise finance to meet its commitments under financial instruments.

The maturity analysis of financial liabilities is as follows:

	31 March 2020	31 March 2019
	£000	£000
Less than one year	561	2,163
Between one and two years	383	562
Between two and five years	1,205	1,211
More than five years	112,638	86,015
	<u>114,787</u>	<u>89,951</u>

All trade and other payables are due to be paid in less than one year.

Market Risk

Interest Rate Risk

The Authority is exposed to risk in terms of its exposure to interest rate movements on its borrowings and investments. Movements in interest rates have a complex impact on the authority. For instance, a rise in interest rates would have the following effects:

- borrowings at variable rates - the interest expense charged to the Surplus or Deficit on the Provision of Services will rise
- borrowings at fixed rates - the fair value of the borrowing will fall (no impact on revenue balances)
- investments at variable rates - the interest income credited to the Surplus or Deficit on the Provision of Services will rise
- investments at fixed rates - the fair value of the assets will fall (no impact on revenue balances).

Borrowings are not carried at fair value, on the Balance Sheet, so nominal gains and losses on fixed rate borrowings would not impact on the Surplus or Deficit on the Provision of Services or Other Comprehensive Income and Expenditure. However, changes in interest payable and receivable on variable rate borrowings and investments will be posted to the Surplus or Deficit on the Provision of Services and affect the General Fund Balance.

The Council has a number of strategies for managing interest rate risk. The Annual Treasury Management Strategy draws together Council's prudential and treasury indicators and its expected treasury operations, including an expectation of interest rate movements. From this Strategy a treasury indicator is set which provides maximum limits for fixed and variable interest rate exposure. The treasury team will monitor market and forecast interest rates within the year to adjust exposures appropriately. For instance during periods of falling interest rates, and where economic circumstances make it favourable, fixed rate investments may be taken for longer periods to secure better long term returns, similarly the drawing of longer term fixed rates borrowing would be postponed.

**Notes to the Accounts (cont'd)**

If interest rates had been 1% higher with all other variables held constant, the financial effect would be:

	£000
Increase in interest payable on variable rate borrowings	176
Increase in interest receivable on variable rate investments	25
Increase in government grant receivable for financing costs	(310)
Impact on Surplus or Deficit on the Provision of Services	(109)
Share of overall impact debited to the HRA	(32)
Decrease in fair value of fixed rate investment assets	-
Decrease in fair value of fixed rate borrowings liabilities (no impact on the Surplus or Deficit on the Provision of Services or Other Comprehensive Income and Expenditure)	21,675

The impact of a 1% fall in interest rates would be as above but with the movements being reversed.

Price Risk

The Council does not invest in equity shares and consequently is not exposed to losses arising from movement in their price.

Foreign Exchange Risk

The Authority has no financial assets or liabilities denominated in foreign currencies and thus has no exposure to loss arising from movements in exchange rates.

42. HERITAGE ASSETS: FIVE YEAR SUMMARY OF TRANSACTIONS

There has been no acquisition, donation, disposal or impairment of Heritage Assets in the five year period covering the financial years 2015/16 to 2019/20.



Housing Revenue Account Income and Expenditure Statement

The Housing Revenue Account's 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 rent and government grants. Authorities charge rents to cover expenditure in accordance with the legislative framework; this may be different from the accounting cost. The increase or decrease in year, on the basis on which rents are raised is shown in the movement on the Housing Revenue Account Statement.

	HRA Notes	2019/20 £000	2018/19 £000
Income			
Dwelling Rents		(11,423)	(10,832)
Non-dwelling Rents		(199)	(185)
Other Income		(940)	(841)
Total Income		(12,562)	(11,858)
Expenditure			
Repairs and Maintenance		5,009	4,490
Supervision and Management		3,531	3,174
Depreciation and Impairment on Non-Current Assets		9,290	8,232
Movements in the Impairment of Debtors	4	204	179
Other expenditure		251	203
Total Expenditure		18,285	16,278
Net Cost of HRA Services as included in the Comprehensive Income and Expenditure Statement		5,723	4,420
HRA Services' Share of Corporate and Democratic Core		38	10
Net Cost for HRA Services		5,761	4,430
HRA share of the operating income and expenditure included in the Comprehensive Income and Expenditure Statement:			
• (Gain) or Loss on Sale of HRA Non-Current Assets		-	207
• Interest Payable and Similar Charges		1,162	1,090
• Interest and Investment Income		(17)	(36)
• Pension Interest Cost and Expected Return on Pension Assets		162	119
• Rental Income – operating lease over Property, Plant and Equipment		(188)	(197)
• Capital Grants and Contributions Receivable		(1,425)	(3,019)
(Surplus) or Deficit for the Year on HRA Services		5,455	2,594



Notes to the Housing Revenue Account

Movement on the Housing Revenue Account Statement

	HRA Notes	2019/20£ 000	2018/19 £000
(Surplus) or Deficit for the Year on HRA Income and Expenditure Statement		5,455	2,594
Adjustments between Accounting Basis and Funding Basis Under Statute	1	(6,053)	(2,683)
Net (Increase) or Decrease Before Transfers to or from Reserves		-	(89)
(Increase) or Decrease in Year on the HRA		(598)	(89)
Balance on the HRA at the end of the Previous Year		(1,718)	(1,629)
Balance on the HRA at the end of the Current Year		(2,316)	(1,718)

Housing Revenue Account Disclosures

1. Adjustments between Accounting Basis and Funding Basis under Statute

	2019/20 £000	2018/19 £000
Gain or loss on sale of HRA non-current assets	-	(207)
Capital expenditure funded by the HRA	-	300
Transfer to/from the Capital Adjustment Account:		
• Depreciation	(9,290)	(8,232)
• Capital Grants and Contributions	1,425	3,019
• Repayment of Debt	2,567	3,009
HRA share of contributions to or from the Pensions Reserve	(753)	(569)
Transfer to/from the Statutory Compensated Absences Account	(2)	(3)
	(6,053)	(2,683)

2. Housing Stock

Council's housing stock at 31 March 2020 was 2,990 (2,954 at March 2019) in the following categories:

	2019/20 Number	2018/19 Number
1 Apartment	172	159
2 Apartment	938	937
3 Apartment	1,270	1,267
4 Apartment	529	509
5 Apartment	77	78
6 Apartment	4	4
Total	2,990	2,954

3. Rent Arrears

At the year-end rent arrears amounted to £1,116,203 (2018/19: £876,108) of which the current rent arrears were £657,517 (2018/19: £522,881) representing 4.4% (2018/19: 3.7%) of gross rent due and former tenant arrears amounted to £458,686 (2018/19: £353,227). In addition, the figure contains £19,465 (2018/19: £16,751) in respect of outstanding Housing Benefit Overpayments.



Notes to the Housing Revenue Accounts (cont'd)

4. Impairment of Debtors

In the financial year 2019/20, the bad debt provision for the Housing Revenue Account was increased by £204,365, resulting in a bad debt provision balance of £1,049,303 (2018/19: £844,938).

5. Void Rents

The loss of rental income recoverable from houses that were not let during the year totalled £392,548(2018/19: £327,244).



National Non Domestic Rates

National Non Domestic Rates (NNDR) income is collected by local authorities on behalf of the Scottish Government. The amount of NNDR income distributed to the Council by the Scottish Government is aligned to the amount collected by the Council. The table below details the actual levels of NNDR collected by East Renfrewshire Council, the agreed Provisional Contribution Amount to the national pool and the Distributable amount due to the Council from the national pool.

The Business Rates Incentivisation Scheme (BRIS) is intended to encourage all local authorities to maximise their existing business rates income and also to encourage new businesses to start up. Each local authority that exceeds its calculated local buoyancy target will be able to retain a 50% share of the additional rates income generated, where it can be demonstrated that there is a corresponding increase in rateable value. In accordance with the guidance, the table below describes this element of Non Domestic Rates increase as “income retained by the authority”.

	2019/20 £000	2018/19 £000
Gross rates levied and the contributions in lieu	20,280	20,647
Less:		
• Reliefs and other deductions	(6,050)	(6,058)
• Payments of interest	-	-
• Write-offs of uncollectable debts and allowance for impairment	(261)	(170)
Net Non Domestic Rate Income collected	13,969	14,419
Collection adjustment to meet Provisional Contribution Amount	1,208	1,118
Contribution to Non Domestic Rate pool	15,177	15,537
Distribution from Non Domestic Rate pool	15,377	14,318
Adjustments for years prior to the pool	-	-
Non-Domestic Rate income retained by Authority (BRIS)	-	-
Income credited to the Comprehensive Income and Expenditure Statement (as per Note 14)	15,377	14,318

Net Rateable Value Calculation

The amount paid for NNDR is determined by the rateable value placed on the property by the Assessor multiplied by the rate per £, which is determined each year by the Scottish Government. The NNDR poundage rate set by the Scottish Government for 2019/20 was £0.49 (2018/19 £0.48)

	Number	Rateable Value as at 1 April 2019 £
Shops	597	15,909,975
Offices	360	3,544,020
Hotels, Boarding Houses etc.	13	644,900
Industrial and Freight Transport	156	1,435,670
Subject Miscellaneous	426	17,881,021
Subjects Other	272	3,620,120
Total	1,824	43,035,706



Council Tax

Local authorities raise taxes from residents through the Council Tax - which is a property tax linked to property values. Each dwelling in a local authority area is placed into one of 8 valuation bands (A to H). The local authority determines the annual tax for a band D property and all other properties are charged a proportion of this, with lower valued properties (Bands A to C) paying less, and higher valued property (E to H) paying more. The Council Tax Income Account shows the gross income raised from Council Taxes levied and deductions made under statute. The resultant net income is transferred to the Comprehensive Income and Expenditure Statement.

	2019/20 £000	2018/19 £000
Gross Council Tax levied and contributions in lieu	62,913	60,545
Adjustments for prior years Council Tax	(91)	(144)
Adjusted for:		
• Council Tax Reduction Scheme	(3,567)	(3,601)
• Council Tax Benefits (Net of Government Grants)	12	13
• Other discounts and reductions	(6,330)	(6,012)
• Uncollectable debt and allowance for impairment	(767)	(687)
Net Council Tax Income included in the Comprehensive Income and Expenditure Account (as per Note 14)	52,170	50,114

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 that are based on pre-determined proportions relative to the band D charge. The band D charge for 2019/20 was £1,230.41(2018/19: £1,194.57).

A discount of 25% on the council tax is made where there are fewer than two residents in a property. Discounts of 10% are applied to unoccupied properties. 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. East 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.

**Council Tax (cont'd)****Calculation of the Council Tax Base 2019/20***

	No. of Dwellings	No. of Exemptions	Disabled Relief	Discounts 25%	Discounts 50%	Total Dwellings	Ratio to Band D	Band D Equivalents
BAND A	1,341	(125)	18	(191)	(18)	1,025	240/360	683
BAND B	5,233	(242)	6	(607)	(19)	4,371	280/360	3,400
BAND C	4,012	(136)	46	(404)	(20)	3,498	320/360	3,109
BAND D	6,603	(137)	(14)	(626)	(17)	5,809	360/360	5,809
BAND E	8,250	(125)	(12)	(539)	(17)	7,557	473/360	9,929
BAND F	6,207	(45)	(39)	(299)	(11)	5,813	585/360	9,446
BAND G	6,511	(67)	(5)	(271)	(13)	6,155	705/360	12,053
BAND H	745	(3)	-	(14)	(4)	724	882/360	1,774
							TOTAL	46,203
							Provision for non-collection (2%)	(924)
							Council Tax Base	45,279

*Source: A Questionnaire requested by the Scottish Government entitled Council Tax Base 2018

Dwellings fall within a valuation band between A to H which is determined by the Assessor. The Council Tax charge is calculated using the Council Tax Base i.e. Band D equivalents. This value is then increased or decreased depending on the band. Based on the Council Tax base available to East Renfrewshire Council, the band D charge for 2019/20 was £1,230.41.

BAND A	£820.27	BAND E	£1,616.63
BAND B	£956.98	BAND F	£1,999.42
BAND C	£1,093.70	BAND G	£2,409.55
BAND D	£1,230.41	BAND H	£3,014.50

**Common Good Fund**

The earliest legislation which reflects the existence of the Common Good can be traced back to the Common Good Act 1491. The term common good is used to denote all property of the former Burghs not acquired under statutory powers or held under special trusts and was reserved for purposes which promoted the general good of the inhabitants or dignity of the Burgh. The Council administers these funds but they are not council assets and have not been included in the council's balance sheet. The in-year movement relates to the capital accounting entries and is not based on costs incurred or income received.

Movement in Reserves statement for the year ending 31 March 2020

	2019/20 Unusable Reserve £000	2018/19 Unusable Reserve £000
Balance at 1 April	(1,953)	(1,652)
Deficit / (surplus) on the provision of services	76	(147)
Other comprehensive income and expenditure	-	(154)
Balance at 31 March	(1,877)	(1,953)

Comprehensive Income and Expenditure Statement for the year ending 31 March 2020

	Expenditure £000	2019/20 Income £000	Net £000	Expenditure £000	2018/19 Income £000	Net £000
Net costs of services	76	-	76	70	(217)	(147)
(Surplus) or deficit						
(Surplus) / deficit on revaluation of fixed assets			-			(154)
Total Comprehensive Income and Expenditure			76			(301)

Balance Sheet

	2019/20 £000	2018/19 £000
Property, Plant and Equipment	1,877	1,953
Net Assets	1,877	1,953
Unusable Reserve:		
Revaluation Reserve	(673)	(693)
Capital Adjustment Account	(1,204)	(1,260)
Net Reserves	(1,877)	(1,953)

**Common Good Fund (cont'd)****PROPERTY, PLANT & EQUIPMENT****Movement on Balances (Common Good)**

	Land and Buildings 2019/20 £000	Land and Buildings 2018/19 £000
Cost or Valuation at 1 April	1,976	1,718
Additions	-	-
Donations	-	-
Revaluation increases/(decreases) recognised in the Revaluation Reserve	-	154
Revaluation increases/(decreases) recognised in the Surplus/Deficit on the Provision of Services	5	217
Derecognition – disposals	-	-
Derecognition – other	-	-
Assets reclassified (to)/from Held for Sale	-	-
Other movements in cost or valuation	(9)	(113)
As at 31 March	1,972	1,976
Accumulated Depreciation and Impairment at 1 April	(23)	(66)
Depreciation charge	(81)	(70)
Depreciation written out on revaluation and disposal	9	113
Derecognition – other (transfers)	-	-
As at 31 March	(95)	(23)
Net Book Value at 31 March 2020	1,877	
Net Book Value at 31 March 2019	1,953	1,953
Net Book Value at 31 March 2018		1,652



Group Comprehensive Income & Expenditure Statement

This statement shows the accounting cost in the year of providing services in accordance with International Financial Reporting Standards, rather than the amount to be funded from taxation. Authorities raise taxation to cover expenditure in accordance with regulations; this may be different from the accounting cost. The taxation position is shown in the Movement in Reserves Statement.

Year ended 31 March 2019

Year ended 31 March 2020

Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000		Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000
134,192	(11,028)	123,164	Education	143,083	(13,012)	130,071
113,901	(65,951)	47,950	HSCP – Provision of Services	117,969	(67,380)	50,589
40,634	(8,447)	32,187	Environment	37,512	(11,460)	26,052
22,218	(15,839)	6,379	Corporate & Community – Community Resources	20,906	(14,530)	6,376
373	(115)	258	Chief Executive's Office	419	(164)	255
14,006	(4,165)	9,841	Other Expenditure & Income	4,723	(3,557)	1,166
3,488	(235)	3,253	Support Services – Chief Executive's Office	3,470	(205)	3,265
11,526	(674)	10,852	Support Services – Corp & Comm.	14,813	(2,131)	12,682
2,595	(435)	2,160	Support Services – Environment	3,211	(827)	2,384
			Share of operating results of subsidiaries:-			
15,431	(9,355)	6,076	ERC Leisure Trust	9,499	(3,724)	5,775
70	(217)	(147)	Common Good	76	-	76
14	(10)	4	Trust Funds	23	(21)	2
358,448	(116,471)	241,977	Net Cost of General Fund Services	355,704	(117,011)	238,693
16,278	(11,858)	4,420	HRA	18,285	(12,562)	5,723
374,726	(128,329)	246,397	Cost of Services	373,989	(129,573)	244,416
		(1,818)	Other operating expenditure			(1,041)
		12,292	Financing and investment income and expenditure			13,256
		(245,766)	Taxation and non-specific grant income			(254,578)
		11,105	(Surplus) / Deficit on Provision of Services			2,053
		(449)	Share of operating results of associates			(2,652)
		(264)	Share of operating results of joint venture			306
		10,392	Group (Surplus) / Deficit (Note 1 Group)			(293)
		(11,747)	(Surplus) / Deficit on revaluation of fixed assets			(16,392)
		35,336	Actuarial (gains)/losses on pension assets/liabilities			(62,658)
		598	Share of other comprehensive expenditure and income of associates and joint venture			(1,676)
		24,187	Other Comprehensive (Income) and Expenditure			(80,726)
		34,579	Total Comprehensive (Income) and Expenditure			(81,019)



Group Movement in Reserves Statement

This statement shows the movement from the start of the year to the end on the different reserves held by the authority along with the share of reserves of its subsidiary, associates and joint venture, analysed into 'usable reserves' (i.e. those that can be applied to fund expenditure or reduce local taxation) and 'unusable reserves'. The statement shows how the movements in year of the authority's reserves are broken down between gains and losses incurred in accordance with generally accepted accounting practices and the statutory adjustments required to return to the movements chargeable to council tax (or rents) for the year.

The Increase/Decrease line shows the statutory Group General Fund Balance and Housing Revenue Account Balance movements in the year following these adjustments.

	Unallocated General Fund Balance £000	Earmarked General Fund Balance £000	Housing Revenue Account £000	Repairs & Renewals Fund £000	Insurance Fund £000	Capital Reserve £000	Total Usable Reserves £000	Unusable Reserves Restated £000	Share of Reserves of Subsidiary Associates and Joint Venture Usable Reserves £000	Share of Reserves of Subsidiary Associates and Joint Venture Unusable Reserves £000	Total Authority Reserves £000
Balance at 31 March 2019 carried forward	(10,554)	(19,049)	(1,718)	(6,581)	(1,950)	(3,835)	(43,687)	(357,693)	(8,231)	(7,071)	(416,682)
Movement in reserves during 2019/20											
Total Comprehensive Income and Expenditure	(3,690)	-	5,455	-	-	-	1,765	(76,140)	(2,030)	(4,614)	(81,019)
Adjustments between accounting basis & funding basis under regulations	2,301	-	(6,053)	-	-	1,452	(2,300)	2,300	(672)	672	-
(Increase)/Decrease in 2019/20	(1,389)	-	(598)	-	-	1,452	(535)	(73,840)	(2,702)	(3,942)	(81,019)
Net transfer to or from Reserves	2,300	(2,769)	-	752	(10)	(273)	-	-	-	-	-
Balance at 31 March 2020 carried forward	(9,643)	(21,818)	(2,316)	(5,829)	(1,960)	(2,656)	(44,222)	(431,533)	(10,933)	(11,013)	(497,701)
Balance at 31 March 2018 carried forward	(10,133)	(16,297)	(1,629)	(8,410)	(1,934)	(11,454)	(49,857)	(383,777)	(8,307)	(9,320)	(451,261)
Movement in reserves during 2018/19											
Total Comprehensive Income and Expenditure	7,657	-	2,594	-	-	-	10,251	22,003	141	2,184	34,579
Adjustments between accounting basis & funding basis under regulations	(11,971)	-	(2,683)	-	-	10,573	(4,081)	4,081	(65)	65	-
(Increase)/Decrease in 2018/19	(4,314)	-	(293)	-	-	10,573	6,170	26,084	76	2,249	34,579
Net transfer to or from Reserves	3,893	(2,752)	204	1,829	(16)	(2,954)	-	-	-	-	-
Balance at 31 March 2019 carried forward	(10,554)	(19,049)	(1,718)	(6,581)	(1,950)	(3,835)	(43,687)	(357,693)	(8,231)	(7,071)	(416,682)



Group Balance Sheet

The Balance Sheet shows the value as at the Balance Sheet date of the assets and liabilities recognised by the authority and its Group entities. The net assets of the authority (assets less liabilities) are matched by the reserves held by the Group. Reserves are reported in two categories. The first category of reserves is usable reserves, i.e. 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 on their use (for example the Capital Reserve that may only be used to fund capital expenditure or repay debt). The second category of reserves is those that the Group is not able to use to provide services. This category of reserves includes reserves that hold unrealised gains and losses (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 in the Movement in Reserves Statement line 'Adjustments between accounting basis and funding basis under regulations'.

31 March 2019 £000		31 March 2020 £000
688,913	Property, Plant & Equipment	730,204
234	Heritage Assets	234
386	Intangible Assets	289
16,860	Long-term Investments and/or Investments in Associates and Joint Venture	20,591
271	Investments	262
706,664	Long Term Assets	751,580
1,034	Assets Held for Sale	986
447	Short Term Intangible Assets	481
475	Inventories	516
15,972	Short Term Debtors	16,334
33,997	Short Term Investments	34,248
31,989	Cash and Cash Equivalents	38,277
83,914	Current Assets	90,842
(2,163)	Short Term Borrowing	(561)
(4,732)	Finance Leases including PFI/PPP	(4,864)
(49,753)	Short Term Creditors	(45,001)
(152)	Provisions	(209)
(56,800)	Current Liabilities	(50,635)
(151)	Provisions – long term	(157)
(87,788)	Long Term Borrowing	(114,226)
(93)	Long Term Creditors	(93)
(555)	Liabilities in associates and joint venture	(264)
(85,748)	PFI/PPP Finance Lease	(83,837)
(138,663)	Defined Benefit Pension Liability	(89,441)
(4,098)	Capital Grant Receipts in Advance	(6,068)
(317,096)	Long Term Liabilities	(294,086)
416,682	Net Assets	497,701
(51,918)	Usable Reserves	(55,155)
(364,764)	Unusable Reserves	(442,546)
(416,682)	Total Reserves	(497,701)

Margaret McCrossan CPFA
Head of Accountancy (Chief Financial Officer)

The unaudited accounts were issued on 8th June 2020
The audited accounts, including amendments made following the audit, were authorised for issue on 26 November 2020

**Group Cash Flow Statement**

The Group Cash Flow Statement shows the changes in cash and cash equivalents of the authority and its Group entities during the reporting period. The statement shows how the Group 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 Group are funded by way of taxation and grant income or from the recipients of services provided by the Group. Investing activities represent the extent to which cash outflows have been made for resources which are intended to contribute to the Group's future service delivery. Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of capital (i.e. borrowing) to the Group.

2018/19		2019/20
£000		£000
10,392	Net Group (surplus) or deficit on the provision of services	(293)
(37,370)	Group adjustments to net surplus or deficit on the provision of services for non-cash movements	(7,830)
-	- Adjustments for items included in the net surplus or deficit on the provision of services that are investing and financing activities	-
(26,978)	Net cash flows from Operating Activities	(8,123)
23,729	Investing Activities	21,678
6,952	Financing Activities	(19,843)
3,703	Net (increase) or decrease in cash and cash equivalents	(6,288)
(35,692)	Cash and cash equivalents at the beginning of the reporting period	(31,989)
(31,989)	Cash and cash equivalents at the end of the reporting period	(38,277)

**Notes to the Group Accounts****1. RECONCILIATION OF EAST RENFREWSHIRE COUNCIL'S SURPLUS OR DEFICIT FOR THE YEAR TO THE GROUP SURPLUS OR DEFICIT**

PURPOSE This statement shows how the (surplus)/deficit on the Council's single entity Income and Expenditure Account for the year reconciles to the (surplus)/deficit for the year on the Group Accounts.

	2019/20 £000	2018/19 £000
(Surplus)/Deficit on East Renfrewshire Council's provision of services	1,765	10,251
(Surplus)/Deficit in year arising from subsidiaries included in Group Accounts:		
Net expenditure/(income) on Trust Funds in year	-	1
Common Good	76	(147)
East Renfrewshire Culture and Leisure Trust	212	1,000
(Surplus)/Deficit in year arising from associates included in the Group Accounts:		
• Strathclyde Partnership for Transport	(2,663)	(524)
• Strathclyde Concessionary Travel Scheme Joint Committee	21	12
• Renfrewshire Valuation Board	(10)	63
(Surplus)/Deficit in year arising from a joint venture included in the Group Account:		
East Renfrewshire Integration Joint Board	306	(264)
GROUP ACCOUNT (SURPLUS)/DEFICIT FOR THE YEAR ON PROVISION OF SERVICES	(293)	10,392



Notes to the Group Accounts (cont'd)

2. COMBINING ENTITIES

The following entities have been consolidated into the Group Statements as subsidiaries of the council.

Subsidiaries:-

Common Good and Charitable Trusts

Barrhead Common Good along with the Council's Charitable Trust Funds are administered by East Renfrewshire Council (as sole trustee) and are treated as subsidiaries within Council's Group Accounts, within assets, liabilities, reserves, income and expenses being consolidated line-by-line.

East Renfrewshire Culture and Leisure Trust

East Renfrewshire Culture and Leisure Trust was incorporated on 2 July 2015 as a company limited by guarantee. The company is also a registered charity, with East Renfrewshire Council being the sole member. The Council provides funding to the Trust based on an agreed service plan; however, the limit of the council's liability if the company was wound up is £1. Under accounting standards, the council has a controlling interest in this company. It is therefore included in the Group Financial Statements as a subsidiary.

The company will promote, advance and further charitable purposes and activities through the provision of services which enhance and contribute to the health, fitness, personal development and wellbeing of the residents of East Renfrewshire (and beyond) including, but not limited to, educational, sporting, culture and heritage based and community activities.

After accounting for FRS 102 Retirement Benefits, the net liabilities of the company were £0.598m at 31 March 2020. The loss on ordinary activities before and after taxation for the year to 31 March 2020 was £0.212m (2018/19 £1.00m).

The latest set of audited accounts is for the year to 31 March 2020. Copies of the audited accounts may be obtained from the Chief Executive, East Renfrewshire Culture and Leisure Trust, St John's Campus, 18 Commercial Road, Barrhead, East Renfrewshire, G78 1AJ.

The Council also exercises a significant influence over a number of entities, details of which are listed below. All of these bodies share the same financial year as the Council and have all been incorporated into the Group Accounts as either associates or joint ventures.

Associates:-

Strathclyde Partnership for Transport

Is the statutory body responsible for formulating the public transport policy for the 12 local authorities in the West of Scotland. The Council contributed £1.51m or 4.26% to the Authority's running costs during 2019/20 and accounted for £18.196m (2018/19 £14.138m) of the net balance sheet assets within the Group Balance Sheet. The accounts of the Authority are subject to independent audit and are available from The Treasurer to Strathclyde Partnership for Transport, Consort House, 12 West George Street, Glasgow G2 1HN.



Notes to the Group Accounts (cont'd)

Strathclyde Concessionary Travel Scheme Joint Committee

Comprises the 12 Councils within 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 12 constituent Councils and by direct grant funding from the Scottish Government. The Strathclyde Passenger Transport Executive administers the Scheme on behalf of the Board.

During 2019/20 the Council contributed £0.180m or 4.46% to the annual running costs and accounted for £0.032m (2018/19 £0.053m) of the net Balance Sheet assets within the Group Balance Sheet. The accounts of the Board are subject to independent audit and are available from the Treasurer to Strathclyde Concessionary Travel Scheme, Strathclyde Partnership for Transport, Consort House, 12 West George Street, Glasgow G2 1HN.

The Renfrewshire Valuation Joint Board

Is an independent public body formed in 1996 at local government reorganisation by an Act of Parliament. The Council has no shares in, nor ownership of the Board. The Board's running costs are met by the three councils of East Renfrewshire, Inverclyde and Renfrewshire. Surpluses or deficits on the Board's operation are shared between the three member councils. The accounts of the Board are subject to audit and are available from the Treasurer of the Renfrewshire Valuation Joint Board, Renfrewshire Council, Council Headquarters, Paisley PA1 1JB.

The Board maintains the electoral, council tax and non-domestic rates registers for the three councils of East Renfrewshire, Inverclyde and Renfrewshire. East Renfrewshire Council contributed £0.515m or 20.59% to the organisation's revenue costs and its share of the year-end net liability of £0.264m (2018/19 £0.582m) is included in the Group Balance Sheet.

Joint Venture:-

East Renfrewshire Integration Joint Board

The East Renfrewshire Integration Joint Board was formed under the terms of the Public Bodies (Joint Working) (Scotland) Act 2014 and is a Joint Venture between East Renfrewshire Council and the Greater Glasgow & Clyde Health Board.

Integration Joint Boards are specified as Section 106 bodies under the Local Government (Scotland) Act 1973 and as such are required to prepare their financial statements in compliance with the Code of Practice on Local Authority Accounting in the United Kingdom 2019/20 supported by International Financial Reporting Standards (IFRS).

The East Renfrewshire Integration Joint Board receives contributions from its funding partners, namely East Renfrewshire Council and the Greater Glasgow and Clyde Health Board to fund its services. Expenditure is incurred in the form of charges for services provided to the Joint Board by its partners.

During 2019/20 the Council contributed £67m or 38% to the annual running costs and accounted for £2.363m (2018/19 £2.669m) of the net Balance Sheet assets within the Group Balance Sheet. The accounts of the Board are subject to independent audit and are available from the Chief Financial Officer to the East Renfrewshire Integration Joint Board, Eastwood Health and Care Centre, Drumby Crescent, Clarkston, G76 7HN.



Notes to the Group Accounts (cont'd)

3. FINANCIAL IMPACT OF CONSOLIDATION

The effect of inclusion of the Common Good along with the subsidiary, associate and joint venture entities and the trust fund balances on the Group Balance Sheet is to increase both Reserves and net assets by £21.946m, representing the Council's net share of the net assets in these entities.

4. ACCOUNTING POLICIES

The financial statements in the Group Accounts of East Renfrewshire Council are prepared in accordance with the accounting policies set out for the single entity.

5. PENSIONS

Disclosure of information relating to the pensions of East Renfrewshire Council and its associates follows the reporting requirements of IAS19 Employee Benefits. Information relating to the pensions of subsidiaries follows the reporting requirements of FRS102 (The financial Reporting Standard applicable in the UK and Republic of Ireland) and includes separate assumptions for their actuarial valuation.

6. GOING CONCERN

The Council's share of East Renfrewshire Culture & Leisure Trust's (ERCLT) net reserves is a net liability, this liability is a direct consequence of the requirement to fully account for Employee Benefits. The pension liability, due in future years, will be financed by annual pension contributions and returns on pension fund investments.

ERCLT has prepared their accounts on a going concern basis, as has the Council in preparing its Group Financial Statements as it is expected that funding, aligned with robust budget processes, will continue to provide sufficient resources.

**Notes to the Group Accounts (cont'd)****7. TRUST FUNDS**

The Council acts as Trustees for 17 Trusts, 7 of which have charitable status. These are varied in nature and relate principally to legacies left by individual inhabitants over a period of years. The funds do not represent assets of the Council and are not included in the Council's single entity Balance Sheet.

		Balance 31.03.19 £	Expenditure £	Income £	Balance 31.03.20 £
Charity Number					
SCO05976	Duff Memorial Fund	7,394	-	65	7,459
SCO16641	Newton Mearns Benevolent Fund	3,417	710	22	2,729
SCO19475	Janet Hamilton Fund	14,607	1,194	287	13,700
SCO19474	John Pattison Memorial	159	135	52	76
SCO19473	Hugh & Janet Martin Fund	1,072	-	89	1,161
SCO37293	Netherlee School 1937	205	20,000	21,728	1,933
SCO37925	Talented Children & Young People	16	-	3	19
CHARITABLE REVENUE BALANCES		26,870	22,039	22,246	27,077
	Thornliebank War Memorial Fund	696	-	5	701
	Anderson Bequest	112	45	6	73
	Cathcart Cemetery Fund	6,236	-	51	6,287
	Crum Memorial	63	-	6	69
	McNiven Prize	923	-	10	933
	Rev Denis Reen	2,192	-	22	2,214
	James Cowan Bequest	388	-	10	398
	Cowan Park Cropping Fund	23	-	2	25
	Annie Tyson Trust Fund	48,064	1,000	1,091	48,155
	Rita Donnelly Memorial Prize	20	-	-	20
OTHER TRUST FUND REVENUE BALANCES		58,717	1,045	1,203	58,875

			Capital Value of Fund	
			31.03.20 £	31.03.19 £
The Principal Funds	Duff Memorial Fund	For the upkeep of Duff Memorial Hall	4,646	4,646
	Janet Hamilton Fund	Assisting the sick requiring nursing or hospital treatment	40,131	40,131
	John Pattison Memorial	Assisting the deserving poor in Barrhead	9,657	9,657
	Hugh & Janet Martin Fund	For charitable and educational purposes	15,574	15,574
	Netherlee School 1937	To advance the education of the pupils of Netherlee Primary	15,000	15,000
	Talented Children & Young People	For talented children and young people in the fields of arts and crafts	555	555
	Other – Charitable		1,500	1,500
CHARITABLE TOTAL RESERVES			87,063	87,063
	Annie Tyson Trust Fund	Assisting with special needs training	157,306	157,306
	Other Trust Funds		10,256	10,256
OTHER TRUST FUND TOTAL RESERVES			167,562	167,562

**Notes to the Group Accounts (cont'd)**

		2019/20	2018/19
		£	£
Balance Sheet – Charitable	Fund balances	114,140	113,933
	Creditors	-	-
	TOTAL LIABILITIES	114,140	113,933
	Investments	-	-
	Debtors	-	-
	Due by Loans Fund	114,140	113,933
	TOTAL ASSETS	114,140	113,933
		2019/20	2018/19
		£	£
Balance Sheet – Other Trust Funds	Fund balances	226,437	226,279
	Creditors	-	-
	TOTAL LIABILITIES	226,437	226,279
	Investments	-	-
	Debtors	-	-
	Due by Loans Fund	226,437	226,279
	TOTAL ASSETS	226,437	226,279

8. NON MATERIAL INTEREST IN JOINT COMMITTEES

The Council has an interest in a number of Joint Committees that have not been consolidated within the group accounts. In aggregate they are considered to be immaterial to the understanding of the accounts.

- **Scotland Excel** took up the activities of the Authorities Buying Consortium and similar bodies across the Scottish local authority sector on 1 April 2008. It is a not-for-profit organisation funded mainly by the 32 participating Scottish local authorities. During the year, the Council made a contribution of £71,874 (2018/19, £70,157) representing 2% (2018/19, 2%) of the organisation's estimated running costs for the year to 31 March 2020.
- The **Clydeplan** Joint Committee is constituted under a formal agreement of the eight Councils in the Glasgow and Clyde Valley area. Under the Town and Country Planning (Scotland) Act 1997, each member council not only has responsibilities for the local planning matters in their area but also the strategic issues that cover the wider area of Glasgow and Clyde Valley. Accordingly the Committee prepares, monitors and reviews the Structure Plan on behalf of member councils and liaises with central government, Scottish Enterprise and other bodies. During the year, the Council made a contribution of £52,437 (2018/19, £72,438) representing 12.5% (2018/19, 12.5%) of the Committee's estimated running costs for the year to 31 March 2020.
- **Continuing Education Gateway** is a consortium of 11 local authorities in the West of Scotland. It was formed in April 2000 to further the provision of careers and education guidance services. During the year, the Council made a contribution of £16,400 (2018/19, £16,400) representing 4.19% (2018/19 4.19%) of the consortium's estimated running costs for the year to 31 March 2020.



Notes to the Group Accounts (cont'd)

- The **West of Scotland Archaeology Service** was set up in 1997 as a Committee of 11 authorities in the region. It is currently funded by 12 local authorities and by Historic Scotland for specific projects. Its primary purpose is to provide planning related archaeological advice to its members, permitting them to discharge their duties in respect of Scottish Government planning guidance for the treatment of archaeological remains in the planning process. During the year, the Council made a contribution of £7,619 (2018/19, £7,619) representing 4.99% (2018/19 5.95%) of the Committee's estimated running costs for the year to 31 March 2020.
- The **West of Scotland European Forum** was set up in 2007 as a Joint Committee and consists mainly of 12 local authorities. Its purpose is to develop positive links between the communities of the region and institutions of the European Union. In this task it follows on from the work previously undertaken by the West of Scotland European Consortium (WOSSEC). During the year, the Council made a contribution of £1,632 (2018/19 £1,632) representing 3.79% (2018/19 3.87%) of the Forum's estimated running costs for the year to 31 March 2020.
- The **Glasgow and Clyde Valley Cabinet** is a Joint Committee established on 20 January 2015. The purpose of the Committee 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 £1.1bn investment programme, including delivery of labour market and innovation programmes. During the year the Council made a contribution of £67,028(2018/19 £59,695) representing 5.2% (2018/19 5.1%) of the organisation's running costs for the year to March 2020.
- The **SEEMIS Group LLP** was incorporated on 11 May 2009 and commenced trading on 1 July 2010. It is funded by the 32 authorities and the principal activity of the LLP is the provision of information technology solutions to education services. During the year, the Council made a contribution of £64,315 (2018/19 £78,263) representing 2.51% (2018/19 2.51%) of the organisation's running costs for the year to 31 March 2020.



Glossary of Terms

Much of the terminology used in this Report is intended to be self-explanatory. However, the following additional definitions and interpretations of terms used may be helpful.

1. Gross Expenditure

This includes all expenditure attributable to the service / activity including employee costs, expenditure relating to premises and transport, supplies & services, third party payments and capital charges.

2. Gross Income

This includes the charges to individuals and organisations for the direct use of the Council's services.

3. Corporate and Democratic Core

Corporate and Democratic Core costs include the costs of policy making and all other member based activities together with costs which relate to the general running of the Council. The Service Reporting Code of Practice for Local Authorities stipulates that such costs are to be excluded from the Total Cost relating to the Housing Revenue Account service activity.

4. Capital Charges

A charge to service revenue accounts to reflect the cost of fixed assets used in the provision of services.

5. Financing Costs

This includes the annual costs of financing the sums borrowed by the Council covering its capital repayment of loans, interest charges and debt management expenses.

6. Specific Government Grant

This includes grants received from Central Government in respect of a specific purpose or service e.g. Gaelic Grant.

7. Capital Expenditure

This is expenditure incurred in creating, acquiring or improving assets where the expenditure is normally financed by borrowing with repayment over a period of years, or by utilising the income from the sale of existing assets.

8. Non-Current Assets

These are created by capital expenditure incurred by the Council. This includes buildings and property, vehicles, plant and machinery, roads, computer equipment etc.

9. Revaluation Reserve

The Revaluation Reserve represents the accumulated gains on the revaluation of fixed assets not yet realised through sales. This account cannot be used to support spending.

10. Capital Adjustment Account

The capital adjustment account represents the accumulation of capital resources set aside to meet past expenditure. This account cannot be used to support spending.

11. Financial Instruments Adjustment Account

This account is a balancing account to allow for differences in statutory requirements and proper accounting practices for borrowing and lending. This account cannot be used to support spending.

12. Capital Grant Receipts in Advance

This contains any capital grants or contributions which have been received where the related capital expenditure has not yet been incurred and will be released to meet the costs of that capital expenditure as appropriate.

13. Pension Reserve



Glossary of Terms (cont'd)

The Local Government Pension Fund (Scotland) Regulations 2003 came into force on 20 December 2003 and require Local Authorities to set up a pension reserve fund for pension scheme surpluses and deficits. This fund is separate from an authority's General Fund and means that any pension scheme surplus / deficit will not impact on local taxation.

14. Generally Accepted Accounting Practice in the UK (UK GAAP)

The overall body of regulation establishing how Company accounts must be prepared in the United Kingdom. The basis on which Local Authority accounts were previously prepared.

15. International Financial Reporting Standards (IFRS)

The basis on which Local Authority accounts are currently prepared.

16. Subsidiary

An entity over which the Council has overall control through the power to govern its financial and operating policies so as to obtain benefits from the entity's activities.

17. Associate

An entity other than a subsidiary or joint venture in which the reporting authority has a participating interest and over who's operating and financial policies the reporting authority is able to exercise significant influence.

18. Joint Venture

A contractual or binding arrangement whereby two or more parties are committed to undertake an activity that is subject to joint control.

19. Entity

A body corporate, partnership, trust, unincorporated association, or statutory body that is delivering a service, or carrying on a trade or business, with or without a view to profit. It should have a separate legal personality and is legally required to prepare its own single-entity accounts.

20. Common Good

Denotes all assets of the former Burghs not acquired under statutory powers or held under special trusts and reserved for purposes which promoted the general good of the inhabitants or dignity of the Burgh



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EAST RENFREWSHIRE COUNCILAUDIT & SCRUTINY COMMITTEE26 November 2020Report by Head of Accountancy (Chief Financial Officer)INTERIM TREASURY MANAGEMENT REPORT FOR 2020/21**PURPOSE OF REPORT**

1. To advise the Audit and Scrutiny Committee on the treasury management activities for the first 6 months of 2020/21.

RECOMMENDATIONS

2. It is recommended that Members:-

- a) Note the interim Treasury Management Report 2020/21;
- b) Recommend to the Council that the attached organisations for investment of surplus funds be approved (see Appendix II); and

BACKGROUND

3. The treasury management policy statement requires the Chief Financial Officer to report every 6 months on the activities of the Treasury Management operation and on the exercise of the powers delegated to her.

4. In addition, in line with the CIPFA Code of Practice on Treasury Management 2017, the Audit & Scrutiny Committee is responsible for ensuring the effective inspection of treasury management activities.

5. The attached Interim Treasury Management Report for the financial year 2020/21 is submitted in accordance with these requirements.

TREASURY MANAGEMENT ACTIVITIES IN 2020/21

6. The interim report for period 1 April 2020 to 30 September 2020 is attached as Appendix I. The report reflects both routine activities and the additional challenges we have faced in the last six months. The Council's prudent treasury management position has allowed it to cope with additional cash flow demands arising from the ongoing Covid-19 pandemic. In addition the Capital Financing Requirement has now been reviewed to include the Clyde Valley Waste Plant liability in line with the finalised annual accounts.

RECOMMENDATIONS

7. It is recommended that Members:-

- a) Note the interim Treasury Management Report 2020/21;
- b) Recommend to the Council that the attached organisations for investment of surplus funds be approved (see appendix II); and

Report Author

Further information is available from Barbara Clark, Chief Accountant, 577 3068

Key Words

Treasury Management, Interest Rates, Prudential Indicators, investment.

EAST RENFREWSHIRE**INTERIM TREASURY MANAGEMENT REPORT 2020/21**

Table 1

1. Actual External Debt

	Borrowing 01/04/20 £m	Average Interest %	Borrowing 30/09/20 £m	Average Interest %	Change in Year £m
<u>Long Term Borrowing</u>					
Public Works Loan Board	99.57	3.52	99.04	3.49	(0.53)
LOBO (Lender Option Borrower Option)	14.40	4.60	14.40	4.60	0.00
PFI / PPP Finance Lease	88.70	7.09	88.70	7.09	0.00
SALIX Energy Efficiency Loan	0.02	0.00	0.01	0.00	(0.01)
Total borrowing	202.69	5.16	202.15	5.15	(0.54)
<u>Short Term Lending</u>					
Temporary Investments	(73.82)	1.01	(71.37)	0.22	2.45

2. During the period no new borrowing was undertaken from the Public Works Loan Board and loans totalling £0.53 million matured.

3. The opening cash surplus of £ 73.82 million has decreased to £71.37 million due to both revenue and capital cash flows.

4. At 30 September 2020 the Council had 7.12% of its total borrowing outstanding in variable rate loans. This was also the peak of borrowing outstanding in variable rate loans during the period 01/04/20 to 30/09/20. For the Council to gain a high level of stability in overall borrowing costs the Council's Treasury Policy Statement requires the exposure to variable rate loans to be less than 30% of the total borrowing outstanding.

5. The attached tables chart the following:

Table 2 The Council's debt maturity profile – which is in line with the Council's Treasury Policy Statement

Table 3 Bank base rate movements

Table 4a and 4b The Council's activity in the temporary market

Table 5a and 5b Interest rate movements in the temporary market

6. Prudential Indicators

In line with the agreed monitoring arrangements for the Prudential Indicators, listed below there is a table showing prudential indicators comparing the approved indicator, as reported to the Council on 27 February 2020 along with the projected outturn figures for the year end, demonstrating that the Council is operating well within the limits set.

Prudential Indicator	Approved indicator	Projected Outturn for the year end	COMMENT

1. Capital Expenditure	£60,682,000	£61,455,000 £55,000	Projected Capital Expenditure re-profiled from planned expenditure, reflecting the revised work schedules within both the Housing Capital and General Fund Programmes.
2. Capital Financing Requirement	£235,072,000	£231,132,000	Overall CFR is lower than the approved position due to reduced capital expenditure from that planned in the previous and current years offset by a reduction in anticipated capital receipts and the addition of the new Waste Recycling project finance lease introduced in 2019/20.
3. Operational Boundary for External Debt	£239,625,000	£230,347,000	Movement is due to the projected in year net debt repayment of £5.3m being made, in addition to the movement in the Capital Financing Requirement.
4. Authorised Limit For External Debt	£262,707,000	£252,859,000	Approved indicator included an allowance to cover any unusual temporary movements, it is anticipated that this will not be required during the year. The projected outturn figure also includes the projected net debt repayments of £5.3m, in addition to the movement in the Capital Financing Reserve.
5. Gross Debt	£223,187,000	£203,064,000	Gross debt is lower than the approved position due to a reduction in the anticipated in-year borrowing offset by the addition the new Waste Recycling Project finance lease introduced in 2019/20 which has now been included in the projected year end figure.
6. Code of Practice For Treasury Management	The Council has adopted the CIPFA Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes	All of the approved activities within the Council Treasury Management Policy Statement have been complied with.	

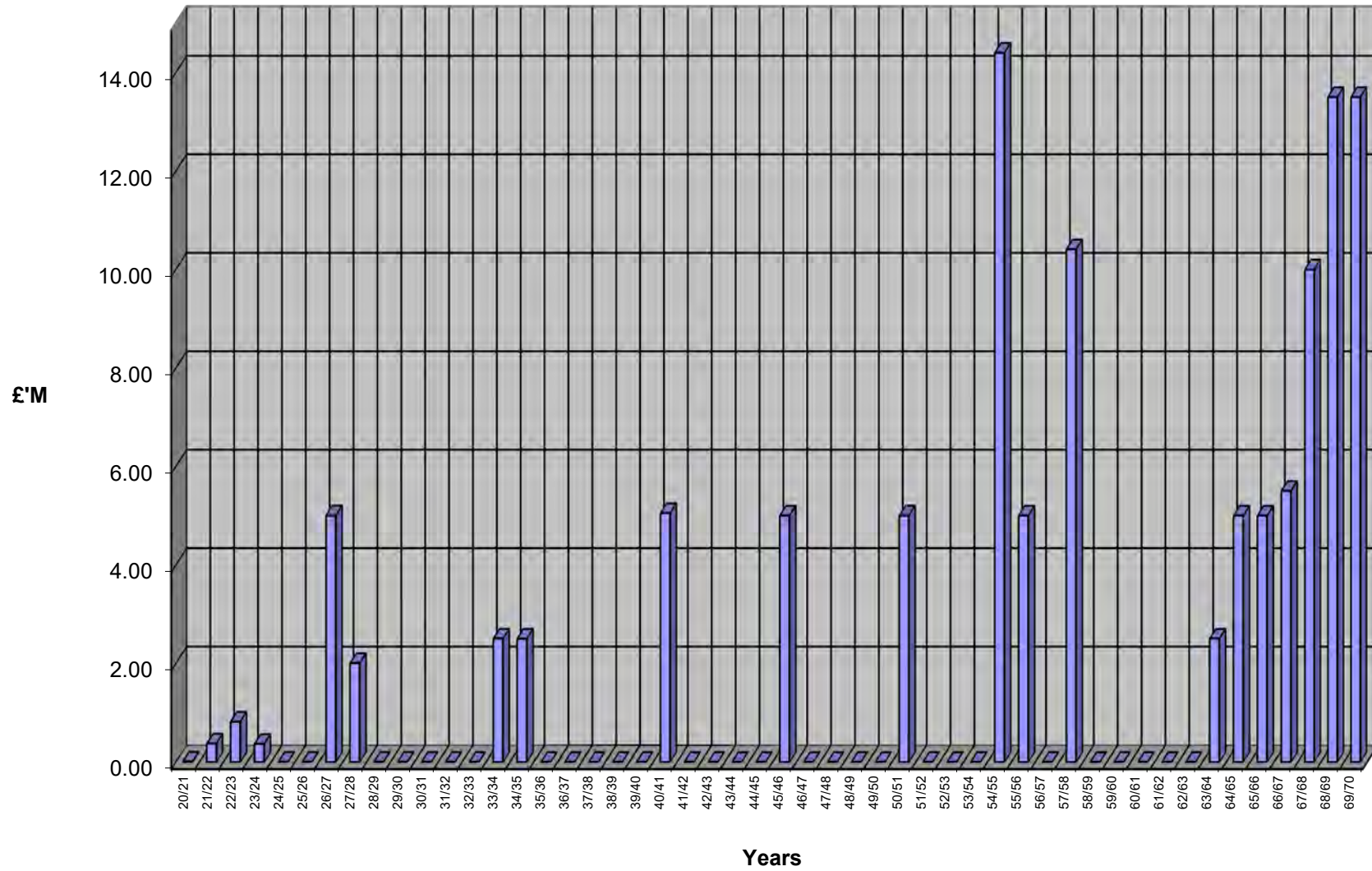
7. Approved Organisations for Investment

In line with normal practice the status of all Banks & Building Societies approved on the 9 September 2020 has been reviewed (see Appendix II). In this respect, the deposit limits have been increased with Bank of England and the overall total of permitted investment with the Money Market Funds has also been increased, this is to accommodate the new borrowing taken last year, taking advantage of historically low interest rates. All lending is in line with the permitted methods of investment which were approved by Council on 27 February 2020 as part of the Treasury Management Strategy report.

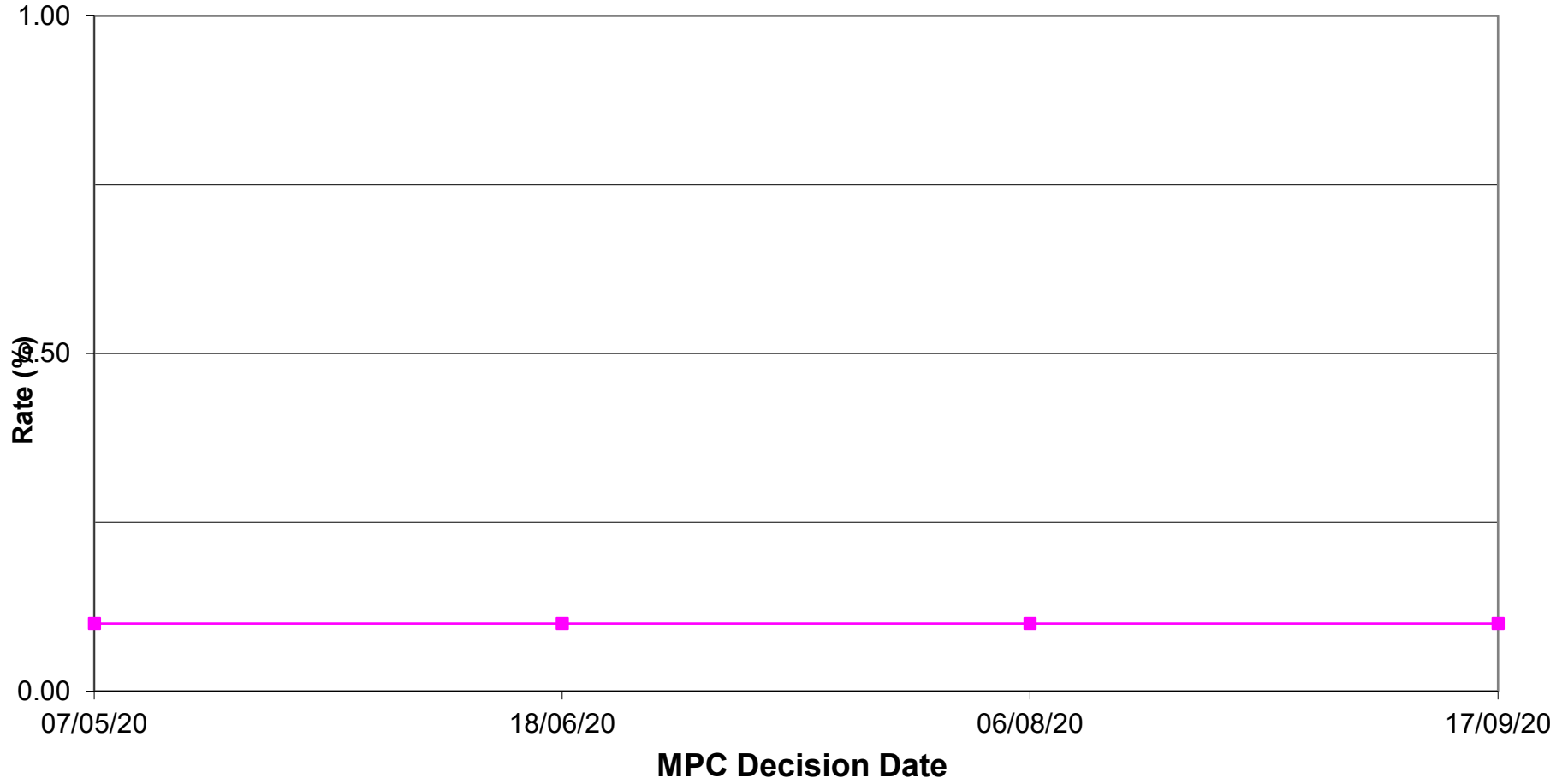
As a result of the banking crisis and in line with prudent financial management, investment has been restricted to UK organisations with high credit ratings. Also, the maximum period of investment was restricted to 6 months, with the exception of loans to the Bank of Scotland, in line with advice from our Treasury Advisers. These measures have been taken as a part of a risk managed process designed to protect the principal of the sums invested.

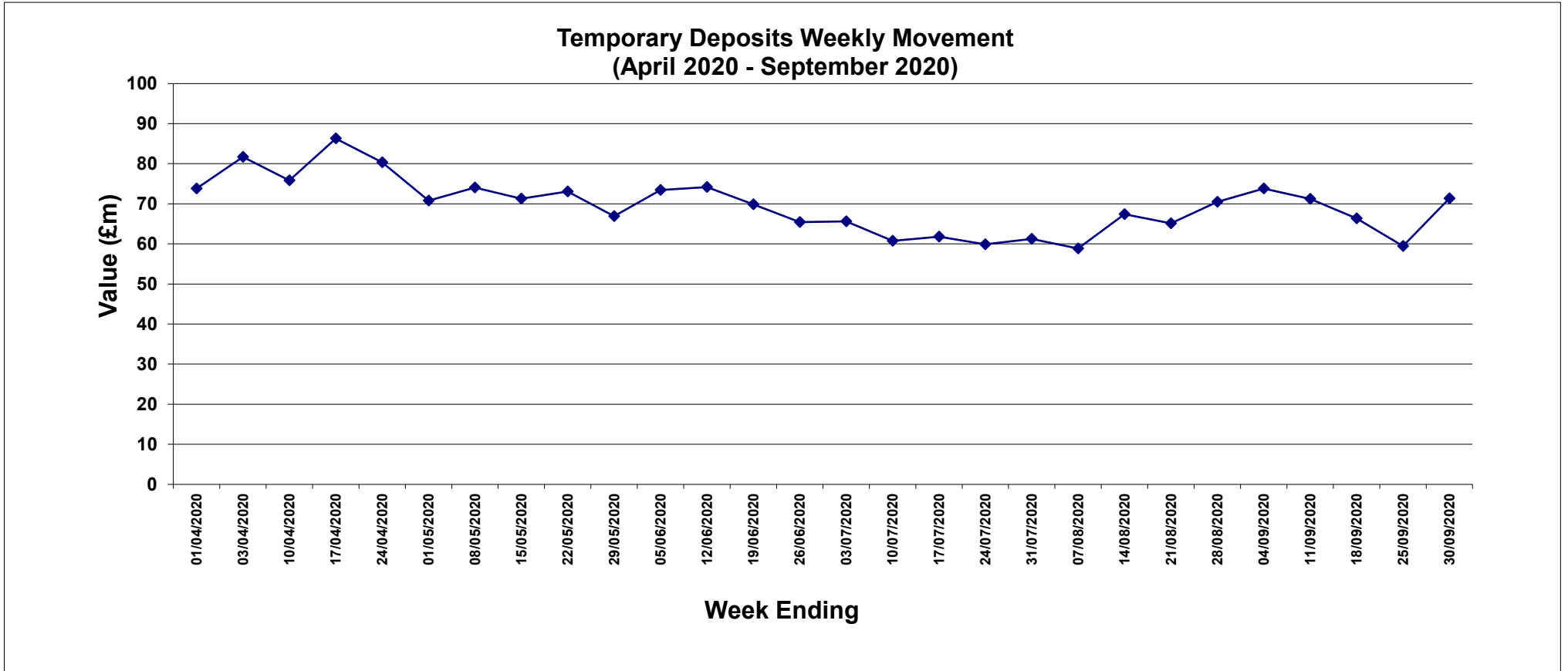
Credit ratings of organisations on the counter-party list are subject to continuous monitoring and review to ensure that subject to available professional advice, approved organisations remain sound for investment purposes.

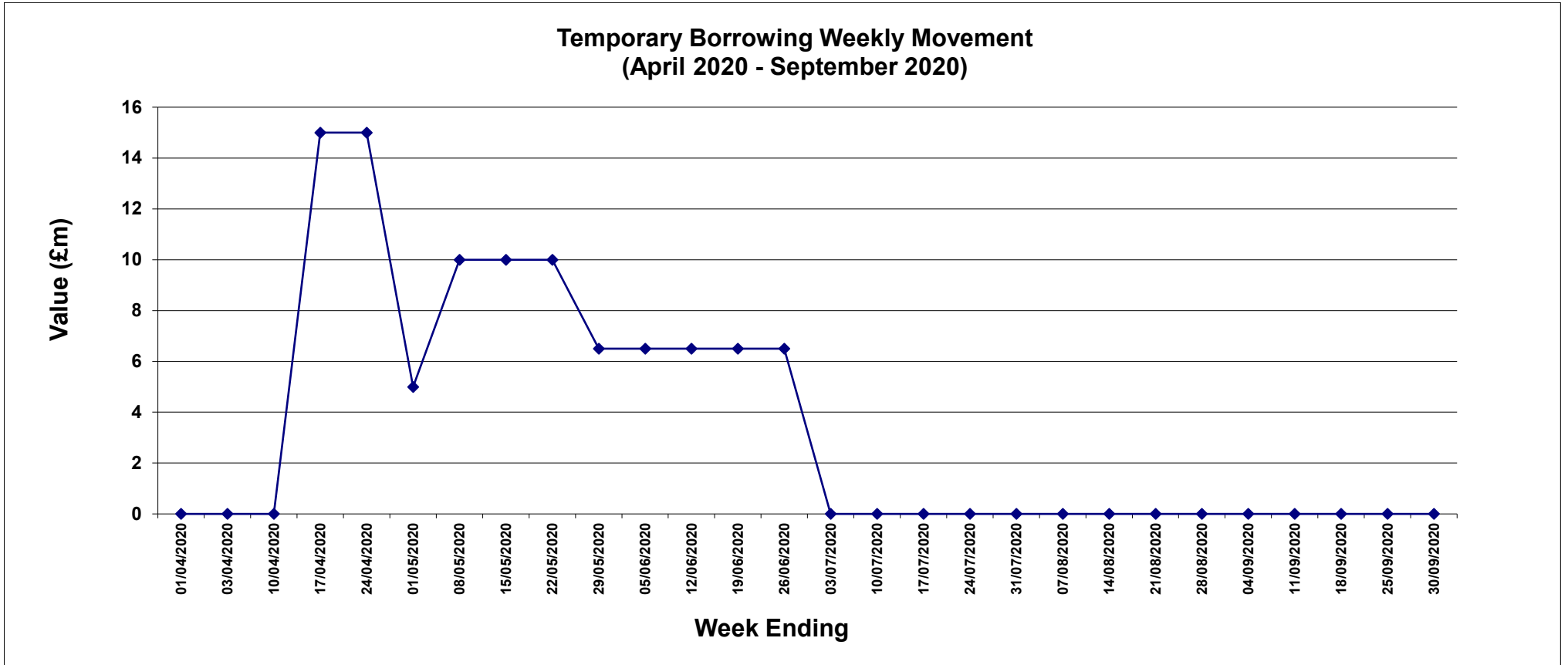
Long Term Debt Maturity Profile as at 30/09/20

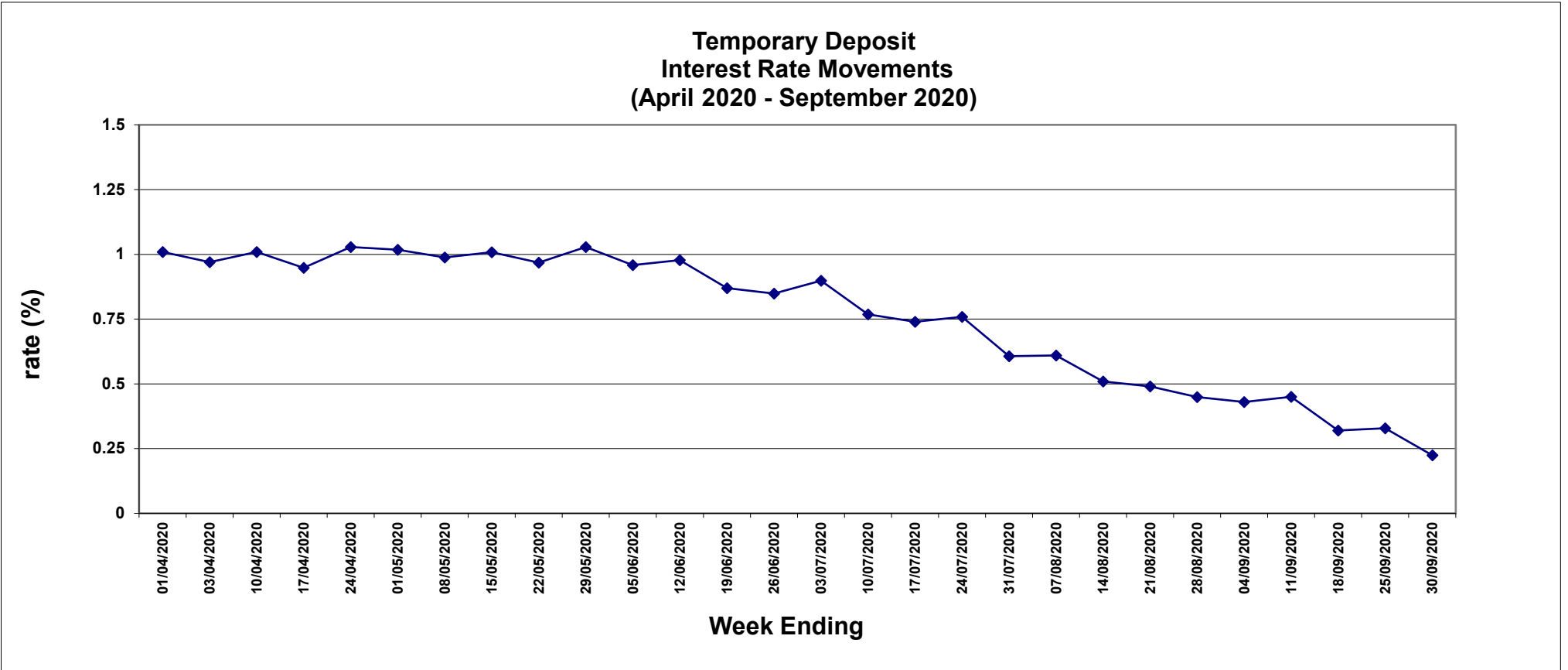


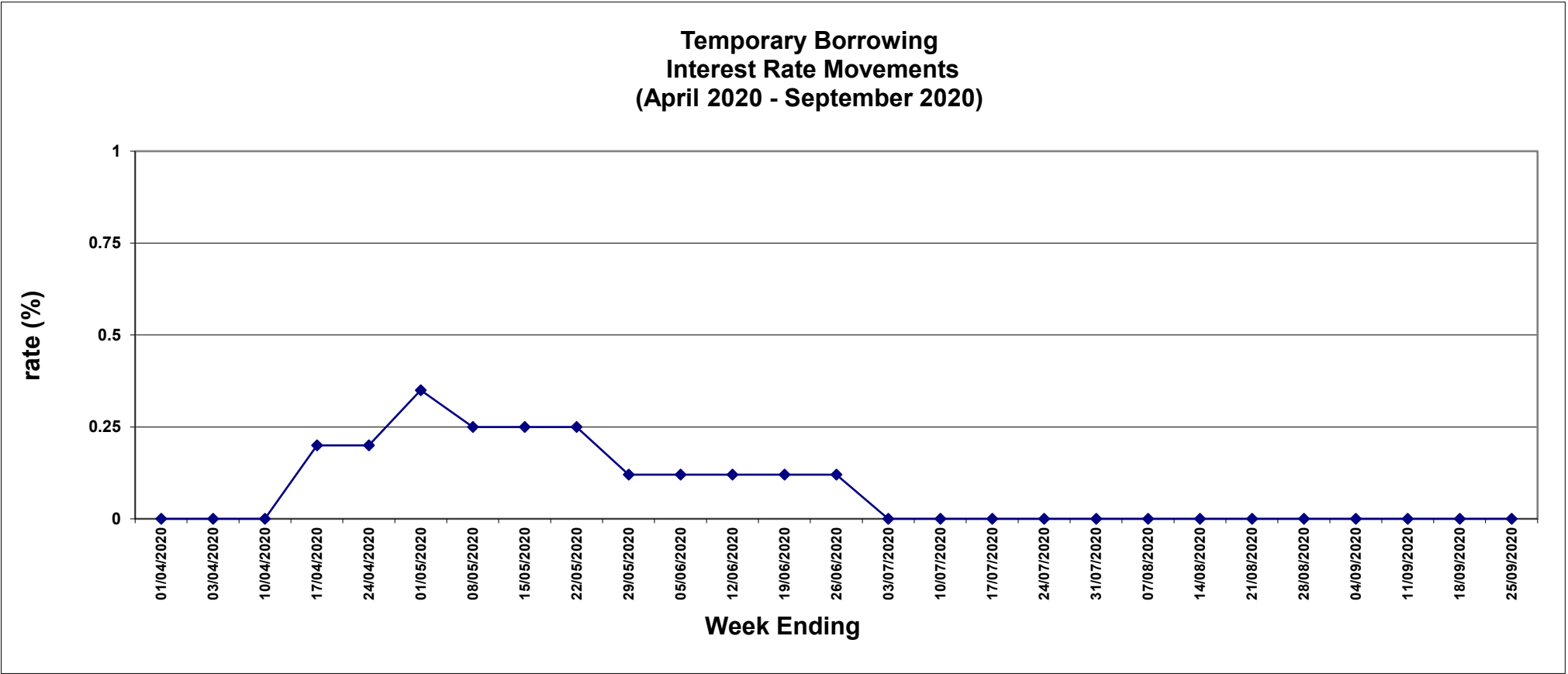
**Bank of England
Base Rate Movements
1st April 2020 to 30th September 2020**











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ORGANISATIONS APPROVED FOR THE INVESTMENT OF SURPLUS FUNDS

Banking Group	Individual Counterparty	Limits	
		Deposit	Transaction
Bank of England	Debt Management Office	£10m	£10m
	UK Treasury Bills	£5m	£5m
Barclays Banking Group	Barclays Bank	£5m	£5m
Goldman Sachs International Bank		£5m	£5m
HSBC		£5m	£5m
Lloyds Banking Group:	Bank of Scotland	£12.5m	£12.5m
Royal Bank of Scotland Group:	Royal Bank of Scotland	£5m	£5m
	National Westminster Bank PLC		
Santander Group	Santander UK PLC	£7.5m	£7.5m
Standard Chartered Bank		£5m	£5m
Clydesdale Bank		£0m	£0m
Building Societies			
Nationwide		£5m	£5m
Local Authorities			
All Local Authorities including Police & Fire		£5m	£5m
Money Market Funds			
Maximum limit of £10m per fund		£60m	£10m

Credit Ratings

	Fitch		Moody's		S&P	
	LT	ST	LT	ST	LT	ST
Minimum Criteria (Unless Government backed)	A-	F1	A3	P-1/P-2	A	A-1/A-2

(please note credit ratings are not the sole method of selecting counterparty)

Limit

Investment of surplus funds is permitted in each of the above organisations, limits can only be exceeded or another organisation approved with the written permission of the Chief Financial Officer.

Deposit Periods

The maximum period for any deposit is based on the LINK Suggested Duration matrix with a maximum of 6 months. The exception to this is deposits with the Bank of Scotland which is set at 365 days. These limits can only be exceeded with the written permission of the Chief Financial Officer.

Hub scheme deposit periods are dependent on the lifetime of the associated scheme.

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EAST RENFREWSHIRE COUNCIL
AUDIT AND SCRUTINY COMMITTEE

26 November 2020

Report by Directors of Corporate & Community Services and Environment

UPDATE ON WITHDRAWAL FROM THE EUROPEAN UNION

PURPOSE OF REPORT

1. This report provides an update on the United Kingdom's (UK's) exit from the European Union (EU) and East Renfrewshire Council's work in response to this.

RECOMMENDATION

2. It is recommended that the Audit and Scrutiny Committee consider this report.
3. It is recommended that a further update is provided early in 2021.

BACKGROUND

4. Previous reporting to committee took place in August 2020. Since then, talks remain ongoing between the UK and EU in relation to an agreement. As of 10 November 2020, these talks are continuing; with the approval of both sides. This is despite previous belief being that a 31 October 2020 deadline was required to ensure sufficient ratification.

5. Following ratification of the Withdrawal Agreement, the UK ceased to be a member of the EU on 31 January 2020; entering a transition period in operation to 31 December 2020.

6. From the 1 January 2021, the EU and UK enter a new relationship; based on current negotiations. If no agreement is made, the outcome has been equated to previous No Deal concerns; particularly regarding goods, services, data / information sharing and the legal framework.

7. To prepare for Brexit, East Renfrewshire Council has a well-established Brexit Working Group; containing representatives from each Department and key services.

8. The ongoing pandemic response, coupled with heightened risks of disruptive weather; mean that a 1 January end to the transition period is far more likely to see concurrent risks realised. The need to respond to multiple disruptive scenarios is being considered in a 17 November exercise.

9. Current indications from colleagues in Police Scotland are that the Multi Agency Coordination Centre (MACC) for EU Exit will be established during week commencing 7 December 2020. This will act as a conduit for information sharing and intelligence building on a national basis.

BREXIT WORKING GROUP

10. In order to continue to prepare for EU Exit, the Council's established Brexit Working Group continue to meet monthly. Additional bi-weekly meetings have been scheduled from 30

November 2020. These will be utilised in the event of a No Deal end to the transition period, to more regularly consider mitigations and response.

11. Membership of the Brexit Working Group has been expanded, since the last update, to ensure dedicated representation from Environmental Health and Trading Standards. These areas will be significantly impacted by changes to trade and legislation. Particularly with regard to their enforcement and advice giving functionality.

12. While the Brexit Working Group will remain the primary conduit for Brexit preparations and information sharing, the greater possibility of concurrent risks will necessitate the issue to also be considered by the Council Resilience Management Team (CRMT). The CRMT has an established rhythm in responding to the Coronavirus pandemic, with meetings taking place twice weekly. Additionally, there is representation at the CRMT from the Brexit Working Group, including the Brexit Coordinator – which will facilitate regular consideration of key EU Exit response issues.

BREXIT RISK REGISTER

13. The Brexit Risk Register is regularly updated, seeking to identify the risks the Council faces and any steps that can be taken to mitigate these risks. Any significant risks feed into the Council's Strategic Risk Register, which contains an overarching risk at this level.

14. The latest refresh of the Brexit Risk Register continues to reflect the remaining uncertainty and that No Deal is an increasing threat. The primary key risks pertain to impacts on goods and services, as well as the legislative framework impacting on key services. There is additional recognition that the Internal Market Bill may exacerbate some of the risks within the Register.

CONCURRENT RISKS EXERCISE

15. Recognising the significant potential for multiple disruptive events to occur and require Council response, a shared Concurrent Risks Workshop has been developed and will be delivered on 17 November. This event has been designed and will be delivered by East Renfrewshire's Brexit Coordinator and the shared Civil Contingencies Service.

16. The workshop will have attendance from officers in East Renfrewshire, Inverclyde, Renfrewshire and West Dunbartonshire Councils. This has been a deliberate consideration in the development of the event, to enable discussions on mutual aid – as well as general sharing of best practice.

17. The Workshop will seek to consider disruptions relating to EU Exit, Covid-19, disruptive weather and prolonged power outages. These are recognised as significant risks facing the Council, as well as being realistic for the timing of EU Exit. Any learning from the exercise will be reported through the Brexit Working Group and CRMT, with a view to being actioned accordingly.

MULTI AGENCY COORDINATION CENTRE

18. In order to enable national oversight, information and potentially coordination of issues arising from EU Exit; a national Multi Agency Coordination Centre (MACC) will be established in December 2020. The MACC will be led by Police Scotland, who have indicated it will likely be during week commencing 7 December that it will become operational.

19. The MACC model had previously been established for March 2019 and October 2019 deadlines in relation to Brexit. Within this model, agencies had been required to provide daily reporting of issues experienced and readiness. Recognising that agencies are already under

significant strain, it has been proposed that Local Authorities would not be required to report daily to the MACC from December 2020. Any reporting would be by exception only. However, this has yet to be confirmed by the Scottish Government.

20. Respecting the potential for concurrent risks; the MACC will act as a national Strategic command for incidents from its inception. This has been considered prudent in ensuring that decision making can be taken by the appropriate senior officers for national organisations such as Police Scotland and the Scottish Fire and Rescue Service. This will not remove local decision making, but recognises that due to competing demands of information and resource; a single avenue for reporting and information is beneficial.

ONGOING CONSIDERATIONS

21. COSLA are continuing to lobby on behalf of Local Authorities; both liaising with and pushing the Scottish Government. Examples of this have included close working with Environmental Health professionals in relation to Export Health Certificates. COSLA have recently publicly spoken on the Internal Market Bill; seeking assurances for Scottish Local Authorities in decision making.

22. COSLA are currently pursuing whether further financial support can be offered to Councils in relation to Brexit Coordination activity. As part of this, they will be engaging with Brexit Leads in each Local Authority to understand the pressures and issues impacting each area. A date has yet to be arranged for this discussion in East Renfrewshire, views will be sought from Brexit Working Group membership to support this activity.

23. The EU Settlement Scheme will stay open for EU Nationals resident in the UK on / prior to 31 December 2020 to apply to protect their rights to live and work in the UK beyond the end of the Transition Period. The Scheme will be open for applications until June 2021. The Brexit Working Group will regularly look to ensure the Council is signposting this Scheme in an effective manner, until it's closure.

FINANCE AND EFFICIENCY

24. There are currently no finance and efficiency implications arising from this report.

CONSULTATION

25. This report has been produced with input from the Council's Brexit Working Group.

PARTNERSHIP WORKING

26. This report details work of the Council's Brexit Working Group, a cross-discipline group of Council Officers. Each Council Department is represented along with a number of key areas. Additionally, the Council has worked with COSLA, Voluntary Action East Renfrewshire, the Scottish Government and Citizens Advice as part of Brexit preparations.

IMPLICATIONS OF THE PROPOSALS

27. There are currently no staffing, property, legal, IT, State Aid, equalities and sustainability implications arising from this report.

CONCLUSION

28. In providing a broad overview of the status of the UK's exit from the EU, this report seeks to outline the main preparatory work undertaken by East Renfrewshire Council for Brexit. While the regularity of this work has been impacted by the Covid-19 pandemic

response; many of the procedures and preparations were well established, having been implemented for previous Brexit deadlines. The pressures of a No Deal end to the transition period have been exacerbated as a result of the Coronavirus global pandemic.

RECOMMENDATION

29. It is recommended that the Audit and Scrutiny Committee consider this report.

30. It is recommended that a further update is provided to Committee early in 2021.

Directors of Corporate & Community Service and Environment
10 November 2020

Report author: Brexit Coordinator

E-mail address: Anthony.Jenkins@eastrenfrewshire.gov.uk

EAST RENFREWSHIRE COUNCILAUDIT & SCRUTINY COMMITTEE26 NOVEMBER 2020Report by Chief AuditorINTERNAL AUDIT PLAN PROGRESS REPORT 2020/21 QUARTER 2**PURPOSE OF REPORT**

1. To inform members of progress on Internal Audit's annual plan for 2020/21 as approved in March 2020 and revised and approved in August 2020.

BACKGROUND

2. The work performed by Internal Audit is based on a rolling 5-year strategic plan, which is revised annually to take into account changes in circumstances. This report is provided to allow members to monitor the activities of Internal Audit and to oversee actions taken by management in response to audit recommendations.

AUDIT PLAN 2020/21 - PROGRESS REPORT QUARTER 2

3. A copy of the revised annual audit plan for 2020/21 is shown in appendix 1. One audit report relating to planned 2020/21 audit work has been issued in quarter 2 as shown in appendices 2 and 3. Details of three reports relating to 2019/20 are now provided in appendix 3 as the management responses had not been received at the time of the previous progress report. Responses are deemed to be satisfactory if all recommendations are accepted for implementation by management and where any recommendation is not accepted, a satisfactory reason is given. The quarterly performance indicators for the section are shown in appendix 4. Indicator 2.2 is not being met due to COVID19 restrictions on audit work that can be carried out during lockdown.

4. Two new requests for assistance were dealt with using contingency time during the quarter. Neither of these resulted in financial loss to the Council. In addition, some contingency time was spent assisting core systems.

5. In August 2020, a reduced revised annual audit plan was approved by the Audit and Scrutiny Committee. The revised plan will be kept under review and any further adjustments will be brought to the Committee's attention in future as required.

RECOMMENDATION

6. The Committee is asked to:

- (a) note Internal Audit's progress report for audits completed in quarter 2 of 2020/21.
- (b) confirm whether they wish any of the reports detailed in appendix 3 to be circulated to audit and scrutiny committee members or submitted to a future meeting for more detailed consideration.

Further information is available from Michelle Blair, Chief Auditor, telephone 0141 577 3067.

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EAST RENFREWSHIRE COUNCIL
Internal Audit Section
REVISED ANNUAL AUDIT PLAN FOR 2020/21 PROGRESS REPORT

Department	Title	Audit Number	Original No. of days	Revised No of days	Status
Chief Executives	Financial Ledger and budgetary control	1	20	20	
Corporate & Community	Payroll	2	25	-	DEFER
	Maximising Attendance	3	20	-	DEFER
	Overtime	4	22	22	
	Cash income and banking	5	22	22	In progress
	Creditor Payments	6	10	10	
	Debtors control	7	10	10	
	Housing Benefit/ Universal Credit	8	30	30	In progress
	Clothing Grants/free school meals	9	12	12	
	Council tax – billing and collection	10	24	24	In progress
	NDR	11	7	-	DEFER
	Travelling and subsistence	12	12	-	DEFER
	Education	Pupil Equity Fund	13	12	-
Environmental Controls – Education		14	10	10	
Schools Cluster		15	30	30	
Educational payments		16	8	8	In progress
Environment	Asset Management	17	20	-	DEFER
	Grant Certification	18	15	-	DEFER
	Gas Servicing	19	15	15	
	City Deal	20	15	10	
	Burial Income	21	8	8	In progress
	Health and Safety	22	15	-	DEFER
	Climate Change Report	23	5	5	
Housing	Energy and Fuel	24	15	-	DEFER
	Housing Allocations and homeless person accomm	25	27	-	DEFER
HSCP	New Council Houses	26	20	20	
	Care First Finance System	27	15	-	DEFER
Trust	IJB	28	20	20	
	Culture and Leisure Limited Trust	29	20	20	
Various	Contract 1	30	20	20	In progress
	Contract 2	31	20	-	DEFER
	Application Audit Integra	32	32	32	In progress
	Fraud Contingency	33	67	47	In progress
	General Contingency	34	30	30	In progress
	LG Benchmarking Framework	35	5	5	In progress
	sickness creditors	35	5	5	Complete
Follow up	36	50	50	In progress	
Previous year audits Note1	37	20	8	Complete	
Audits carried forward from 2019/20	Stores	38			
	Housing voids	39			
	Carers Legislation	40		30	In progress but suspended
	Payment to Care Providers	41			
	HSCP follow up	42			
Total			733	523	

Note 1 previous year audits were completed with the exception of the five which have been carried forward.

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**SUMMARY OF 2020/21 REPORTS ISSUED IN QUARTER ENDED 30 SEPTEMBER 2020 AND 2019/20 AUDITS NOT INCLUDED IN PREVIOUS
PROGRESS REPORT**

1. MB/1123/NS DEBTORS CONTROL (2019/20)

The objectives of the audit were to ensure that:

- Accounts are properly raised and posted for all chargeable services
- Accounts are issued promptly in advance of the service being provided where possible
- Payments received are promptly processed and correctly posted to debtors' accounts
- Write-offs, cancellations and credit notes are properly controlled
- Arrears follow-up procedures are properly controlled.

It was noted that there are still a high number of customer accounts which have been created and not used despite clear guidance being issued to departments to highlight the GDPR implications of creating un-necessary accounts.

The supporting records for the most recently approved write-off of historical debt showed that amounts for current customers continues to be written off. This has been highlighted in previous audit reports and whilst the amounts being written off are low the practice is still occurring.

Five recommendations were made, one was classified as medium risk and four as low risk. Management accepted all recommendations except one which was classified as low risk.

The medium risk recommendation and the one that was not accepted are reproduced below:

Ref.	Recommendation	Risk Rating	Accepted Yes/No	Comments (if appropriate)	Officer Responsible	Timescale for completion
4.2.1	All departments should be instructed to only request the creation of new accounts when there is an actual invoice to be raised to avoid the unnecessary creation of new accounts which are not used.	Medium	Yes	A communication will be sent to all departments reminding them to only request the creation of new accounts when there is an actual invoice to be raised. In addition, they will be advised that a review will take place and any new accounts older than two months which don't have an invoice will be deactivated.	Team leader, sundry debts	September 2020
4.2.2	Management should review the checks carried out by the debtors team prior to new debtor accounts being created to ensure that they are as effective as possible.	Low	No	This recommendation is not being accepted due to the high level of accounts being created and the limited resource we have available. However, as noted above, regular checking of accounts created will take place to ensure they are active.	Not applicable	Not applicable

2. MB/1124/RM GDPR (2019/20)

GDPR and an updated Data Protection Act came into force in 2018 bringing significant additional duties on organisations, individual responsibilities on officers and increased rights for citizens. The Chief Executive of an organisation is considered to be the Senior Information Risk Owner (SIRO) and must ensure information risk is appropriately managed across the Council. This includes promoting a culture for the protection and use of information in line with the Act. Whilst the overall role of SIRO rests with the Chief Executive, specific responsibilities can be delegated to Directors and Heads of Service.

The review covered the following key control objectives:

- The six data protection principles are adhered to that regulate when and how personal data should be processed
- Data Protection Governance Arrangements comply with policy
- Data Protection Impact Assessments (DPIAs) are carried out where appropriate using the correct template

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- Where a third party processes personal data on the Council's behalf, there is a written agreement
- Information Asset Register requirements per the Data Protection Policy are being met
- Council application forms include appropriate wording relating to GDPR
- All relevant employees have attended GDPR training annually and that they are provided with guidance, and procedures to aid compliance
- Records management processes are in place for managing both electronic and manual records containing personal data.

Work was undertaken in the lead up to the introduction of DPA2018/GDPR by the GDPR project team. With a changing landscape including guidance from the regulator of which more is expected, the opportunity to create a more defined organisational framework is progressing in line with the timescales stated within the Strategic Risk Register. The Council's DPO started in April 2019 following this role being given a statutory basis by the Data Protection Act 2018 (para 69-71). This work was progressing although the advent of covid 19 has impacted progress as data protection work focussed on the response to the pandemic.

Many of the procedures which are included in current Council policies are not being adhered to and require to be revised for example up to date Information Asset Registers being in place, no formal documentation showing DPIAs have been considered, completed and signed off and no regular meetings of departmental data protection representatives being in place. However the DPO stated that all procedures are to be reviewed so that they are compatible with each other and are in line with guidance published by the Information Commissioner's Office. Work is currently taking place to establish a Council-wide Information Asset Register as a key element of a wider Information Governance Framework.

Ten recommendations were made, one of which was classified as medium risk, with the remaining ones as low risk. All recommendations were accepted by management. The medium risk recommendation is reproduced below with the departmental responses.

Ref.	Recommendation	Risk Rating	Accepted Yes/No	Comments (if appropriate)	Officer Responsible	Timescale for completion
4.4.1	Departments should undertake a review of their current contracts and sharing agreements and in the meantime this control measure moved into the proposed risk control measures column in the next review of the strategic risk register	M	Yes	CCS This is a significant undertaking and may prove challenging to complete quickly during the pandemic as any updates will require the engagement of contractors. A proportionate risk-based approach should be applied that also take account of any contract renewal date.	All directors	March 2022
			Yes	Environment The Business Intelligence Team will coordinate a review of Environment Department's contracts and sharing agreements. Strategic Risk Register has been amended by Chief Executive's Business Manager	Principal BI Officer	30/3/2021
			Yes	Education Undertake review of all contracts and sharing agreements.	Heather Oswald	31/12/2020
			Yes	CE Office Changes to the Strategic Risk Register will be made as requested. A review of current contracts and sharing agreements to be undertaken. All sharing agreements to be authorised by Chief Legal Officer.	Chief Executive's Business Manager All managers within Chief Executive's Office Chief Legal Officer	October 2020 March 2021 December 2020

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Ref.	Recommendation	Risk Rating	Accepted Yes/No	Comments (if appropriate)	Officer Responsible	Timescale for completion
			Yes	HSCP A review of existing arrangements needs to take place to identify review periods and this will include diarising future reviews.	Governance and Compliance Officer	Jun-21

3. MB/1130/NS STORES (2019/20)

The bulk of this audit work remains incomplete due to covid restrictions however Audit attended the annual stocktake in the Thornliebank depot on Saturday 7 March 2020 and a report submitted in respect of this aspect only. A report on the full stores audit will be issued in due course.

The method of stocktaking was observed and a number of items checked before, during and after the stocktake.

The stocktake appeared to be well organised and no concerns were noted by audit. The store is in a secure location with sufficient space to allow a logical and ordered layout. Bin locations and commodity codes had been clearly affixed to each bin and this facilitated the identification of stock items. The pre-stocktake value of the stock on the system was £68,814 and was adjusted to £68,977 after the stock had been counted meaning a net adjustment of £163 has been made. Of the variances there were no large or unusual differences. No recommendations were made.

4. MB/1132/FM PAYMENT OF INVOICES PI

The objectives of the audit were to ensure that the reported performance indicator which measures the percentage of invoices paid within 30 days was materially correct. The original figure submitted for audit for 2019/20 of 75.3% was deemed to be materially accurate. One recommendation which was classified as low risk was made and accepted by management.

Risk Ratings for Recommendations	
High	<ul style="list-style-type: none"> Key controls absent, not being operated as designed or could be improved and could impact on the organisation as a whole. Corrective action must be taken and should start immediately.
Medium	<ul style="list-style-type: none"> There are areas of control weakness which may be individually significant controls but unlikely to affect the organisation as a whole. Corrective action should be taken within a reasonable timescale.
Low	<ul style="list-style-type: none"> Area is generally well controlled or minor control improvements needed. Lower level controls absent, not being operated as designed or could be improved

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EAST RENFREWSHIRE COUNCIL
Internal Audit Section

QUARTERLY PERFORMANCE INDICATORS

<u>Internal Audit Indicators reported Quarterly</u>	Target (where applicable)	Quarter 2 Actual 2020/21	Quarter 2 Cumulative 2020/21
2. Audit Coverage.			
2.2 Actual direct audit days as a percentage of total days available	75%	59%	44%
2.3 Number of requests for assistance/queries raised by departments outwith planned audit work.	-	2	5
2.4 Percentage of planned contingency time used. (Days available exclude public holidays, annual leave and sickness absence)	<100%	8	19%
5. Issue of Reports.			
5.1 Number of audit reports issued per quarter.	-	1	1
5.2 Ave. time in weeks from start of fieldwork to issue of report. (Note 1)	12 weeks	8.6 weeks	8.6 weeks
5.3 Ave. time taken to issue report (working days). (Note 2)	10 working days	1 working days	1 working days

Notes

1. Average weeks calculated as working days divided by 5.
2. Working days excludes weekends, public holidays, annual leave and sickness absence.

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EAST RENFREWSHIRE COUNCIL
AUDIT AND SCRUTINY COMMITTEE

26 November 2020

Report by Clerk

AUDIT SCOTLAND COVID-19 GUIDE FOR AUDIT AND RISK COMMITTEES AND
RELATED COMMENTS

PURPOSE OF REPORT

1. To provide feedback on issues raised within the Audit Scotland *COVID-19 Guide for Audit and Risk Committees*.

RECOMMENDATION

2. It is recommended that the Committee considers the report and feedback from the Corporate Management Team (CMT) and other senior officers on issues raised within the [*COVID-19 Guide for Audit and Risk Committees*](#).

INTRODUCTION

3. At the Audit and Scrutiny Committee meeting in September, during the Chair's report, reference was made to the new *COVID-19 Guide for Audit and Risk Committees* published by Audit Scotland in August 2020. It refers to the crucial role such committees play in providing effective scrutiny and challenge, and how this has become even more important due to the COVID-19 pandemic. Having clarified that the Guide had been prepared to assist such committees, the Chair proposed and it was agreed that a report on issues raised within the Guide be prepared and submitted to this meeting.

COVID-19 GUIDE FOR AUDIT AND RISK COMMITTEES

4. The Guide highlights that the COVID-19 pandemic has already had a significant impact on every aspect of society in Scotland, affecting individuals and communities, public services and the economy. It comments on the strength of the associated response of public sector bodies, and that the pandemic has highlighted some of their key strengths, such as agility and on partnership working for example. It also highlights that COVID-19 has exacerbated many pre-existing risks and challenges facing public bodies in areas such as financial sustainability and service demand pressures, and makes reference to the difficult challenges faced as they move from response to recovery and renewal. Against this background, the Guide emphasises the crucial and increasingly important role of audit and risk committees as public bodies manage their business, and suggests key issues for them to consider during the pandemic, drawing not only on Audit Scotland's recent experience of auditing public bodies during the pandemic, but also other sources of guidance, such as the Chartered Institute of Public Finance and Accountancy (CIPFA).

Key Issues for Consideration by Audit and Risk Committees During the COVID-19 Pandemic

5. To assist audit and risk committees focus on the short-term challenges facing public bodies in the response phase of the pandemic, the Guide poses a series of questions designed to assist both auditors and public bodies effectively scrutinise key areas that require additional focus at the current time, such as:-

- Internal Control and Assurance;
- Financial Management and Reporting;
- Governance; and
- Risk Management.

6. It is suggested that posing such questions will help inform audit and risk committee members on the impact of COVID-19 on their organisation, and assist them to scrutinise effectively and provide challenge in these key areas. In turn this will provide a better understanding of how their organisation is responding to and managing the immediate and longer-term challenges the pandemic is creating.

Internal Control and Assurance

7. Having referred to the extreme working pressure public sector staff are under due to the scale and pace of change created by COVID-19 and the need to respond rapidly to unfolding events, the Guide comments that some internal controls may be suspended or relaxed providing some examples. Having referred to the role of Internal Audit in providing independent assurance on governance arrangements, risk management and internal control processes, the Guide also comments that, as the landscape changes, Internal Audit will have to consider its approach to audit planning and how it continues to deliver its assurance activities, whilst balancing this with the workload created by new risks emerging from COVID-19. A range of potential questions are proposed for audit and risk committees to consider on these and other internal control and assurance issues.

Financial Management and Reporting

8. Various questions are also suggested to consider on financial management and reporting issues. These have been formulated in the context of the considerable uncertainty public bodies are facing at present; as they plan for the future; and given the critical importance of having robust, financial management and transparent reporting arrangements in place to help manage their finances, deliver services effectively, and identify issues and challenges at an early stage and act on them promptly. Examples of the potential financial impacts of the pandemic provided include income reduction (such as from the non-payment of business rates and Council Tax; and a reduction in fees and charges income); and higher staff costs to cover service delivery. It is also argued, in another example, that economic uncertainty and market volatility caused by the pandemic could make it difficult for public bodies to value assets, such as property portfolios. The Guide also highlights that various factors will affect how well organisations can report on and manage their financial position whilst facing significant pressure and challenge.

Governance

9. The third issue on which questions are suggested is governance. The Guide refers to the unprecedented pace and scale of change, arguing that changes in governance arrangements are likely to have taken place which could reduce opportunities for scrutiny and due diligence as public bodies respond rapidly to COVID-19 related challenges. It is commented that procurement decisions and changes to delegated authority arrangements may have impacted on the level of scrutiny; and that governance and accountability

arrangements around collaborative working may be increasingly complex. Amongst other things, reference is also made to the fact that many aspects of public bodies' responses to the pandemic can only be done in partnership with others.

Risk Management

10. Whilst acknowledging that public bodies will have risk management processes in place, the Guide argues that the likelihood and impact of existing risks and the emergence of new ones needs to be monitored carefully; and that there may be a change in the risk appetite during the pandemic to allow services to operate effectively and respond to issues in a timely manner. It suggests that some changes may be significant and, therefore, that officers and audit and risk committee members need to consider how sustainable these will be in the longer term. It is commented that public bodies were also facing risks and challenges on issues such as financial sustainability, outcomes and inequalities which have become greater due to COVID-19, and have been heightened further because of the uncertainty around the UK's exit from the European Union and increasing budget pressures. Against this background a range of potential questions are suggested focussing on risk management matters.

FEEDBACK ON ISSUES RAISED

11. To enable the Committee to consider the position on each of the questions posed in the Guide, these were distributed to the CMT, Heads of Service and other appropriate senior officers from whom feedback was sought. A copy of the collated feedback is appended to the report (Appendix 1 refers). The Committee is invited to consider the feedback provided.

12. The Committee may wish to note that the Performance and Audit Committee of the Integration Joint Board is also considering issues raised within the Guide.

RECOMMENDATION

13. It is recommended that the Committee considers the report and feedback from the Corporate Management Team (CMT) and other senior officers on issues raised within the [*Covid19 Guide for Audit and Risk Committees*](#).

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Backgrounds Papers:- Audit Scotland *COVID-19 Guide for Audit and Risk Committees* (August 2020).

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Exhibit 1 Internal Controls and Assurance	Feedback
<p>What changes to internal controls have been required due to COVID-19?</p> <ul style="list-style-type: none"> • Has internal audit assessed the design, implementation and operational effectiveness of revised internal controls? 	<p>Revised arrangements have had to be put in place to permit “signing” of grant acceptances/claims, financial returns and payment authorisations due to staff working from home and being unable to deal with original printed documents. This involves an electronic signature being applied to the document and this then being emailed to the recipient from the authoriser’s mailbox.</p> <p>Due to the extent of additional costs associated with COVID-19, it was identified at an early stage that specific coding would be needed within the financial ledger to capture the range of costs incurred. Initially this was achieved by the use of a new expense heading, but this did not capture sufficient granular detail for monitoring and the detail required for both COSLA and Scottish Government. This is especially important given such information is being used to help inform funding decisions. Following internal discussions, a more robust methodology for capturing COVID-19 related costs has been put in place.</p> <p>Internal audit has not been made aware of any revised internal controls specifically, but will consider changes to the controls as part of ongoing audits as they progress.</p>
<p>What new controls have been established to account for the distribution of any additional funds received?</p> <ul style="list-style-type: none"> • Have officers identified any weaknesses in new controls and if so, how are these being addressed? 	<p>The Council has had to administer various new grants to local residents or businesses due to COVID-19. Due to the speed at which these arrangements required to be put in place, fully developed Government guidance has not always been in place before implementation. In these cases, services (e.g. Economic Development, Creditors, Accountancy, ICT, Communications and Internal Audit) have worked together to design and agree the processes.</p> <p>In addition to the completion of national returns, new controls have included written procedures, reconciliations, separate COVID-19 related ledger codes, sharing of good practice and attempted fraud information across Councils. As these are new schemes, any applications which are in any doubt are held back for further clarification, so as to avoid any erroneous or fraudulent payments. In disputed cases, arrangements have been put in place for an appeal to be considered by a senior manager.</p>

	<p>To date, the Council has received 2 tranches of Food/Support funding, covering the period March to September 2020. During this period, there were monthly returns to the Scottish Government, which were collated by officers and accountants and signed-off by the Head of Accountancy and Head of Communities, Revenues and Change. To help target these tranches of funding and plan resource towards the winter period, there was a CMT discussion on this in August 2020.</p>
<p>To what extent has your organisation assessed the impact of working remotely on the control environment and working practices?</p>	<p>Employees working remotely have been provided with appropriate technology (e.g. council laptop/phone), with all connections secured through the Council's network so that the same level of control is present as with office working. Cyber security messages continue to be issued to employees to re-iterate the importance of information security, information handling and the risks of malicious activity such as phishing when working in a home environment.</p> <p>Information security tutor-led training was updated for delivery through video conferencing and attendance has continued to be 100% of invitees.</p> <p>Additionally, where relevant, individual risk assessments have been undertaken of specific applications or practices (such as other video conferencing applications, collaboration applications) to ensure any approved use remains compliant with the Information Security policy. Staff guidance was then issued to educate and advise staff on the safe use of these applications to maintain information security and controls.</p>
<p>Has internal audit reviewed their audit plan and assessed which projects might need to be cancelled, postponed or accelerated as your organisation navigates its way through the pandemic?</p>	<p>The Internal Audit plan was reviewed and revised to take account of which audits would have to be cancelled or deferred. This was presented to the Audit and Scrutiny Committee in August 2020.</p>
<p>How is management supporting internal audit to balance its 'routine' programme of work and that required to respond to COVID-19-related audit work?</p>	<p>Internal audit's 'routine' programme of work has been significantly reduced as detailed in the revised Internal Audit plan submitted to the Audit and Scrutiny Committee in August 2020 due to restricted access to staff and employees.</p> <p>All Departments continue to work with Internal Audit in respect of necessary adjustments to the Audit Plan given COVID-19 restrictions around visiting premises and on-site visits are only carried out if essential.</p>

<p>What impact has COVID-19 had on the annual reporting and accounting process?</p> <ul style="list-style-type: none"> • Has your organisation's timetable for the annual reporting process been considered for 2019/20 and 2020/21? If so, have the timetables been revised and updated accordingly? • Has the external auditor's annual audit plan been updated to assess and address new risks? 	<p>As part of the Council's Modern Ambitious Programme, Accountancy staff were issued with laptop computers some 2 years ago to permit agile working. This has allowed staff to work from home during the pandemic without any major impact on their ability to carry out the full range of accounting duties. Some adjustments have been required, such as providing two screens or upgrading software to permit meetings to be held using Microsoft Teams, but overall Accountancy staff have been able to deliver a full service in the normal timeframes.</p> <p>Whilst the 2019/20 Annual Accounts were produced on schedule, the audit of these Accounts was subject to delay. This was due to difficulties in the External Auditors remotely accessing information held on Council systems and premises. A national extension to the statutory deadline was granted and the authority is on schedule to approve its Audited Accounts before the end of November.</p> <p>A report on the Audit and Scrutiny Committee's 2020/21 Work Plan, considered in June 2020, took account of national and local external audit reports which had been or were being published, to the extent the position was known, and made reference to correspondence to local authorities from the Chair of the Accounts Commission on its approach to fulfilling its responsibilities on reporting local government performance in the context of the COVID-19 emergency. It was clarified then that the Commission was considering what the emergency meant for its own strategy, and that the scheduling of related work was to be reviewed which would affect its 5 year work programme. Members of the Committee are being updated as appropriate.</p>
<p>To what extent has your organisation considered work undertaken by other organisations (via professional networks and bodies), or where appropriate, engaged with external experts to inform decision-making around significant areas of change in response to the pandemic?</p>	<p>A range of professional networks have been operating and developed during the pandemic. For example:-</p> <ul style="list-style-type: none"> • Through the Society of Local Authority Chief Executives (SOLACE) network, Chief Executives regularly share best practise and this has been particularly important recently in relation to the pandemic. During the height of the pandemic the meetings were weekly but have now reverted back to monthly. The members in the Greater Glasgow Resilience Partnership have shared information allowing each council to build on the work of others. Working groups have also been set up as required for key areas of change work;

- Civil Contingencies partnerships/networks have coordinated much of the communications both at 4 council, regional and national level;
- From the shielding/support for people aspect, there have been regular meetings with Greater Glasgow & Clyde councils, the Scottish Government and civil contingencies representatives to discuss, guide and plan responses;
- There have also been Scotland-wide forums on specific issues and tactical forums looking at the detail of specific issues e.g. data-handing;
- In relation to Accountancy, several COSLA Working Groups have been set up, involving Directors of Finance from various councils which are acting as expert advisers and sounding boards on aspects of the Scottish Government's COVID-19 response; and circulate advice to all councils (areas covered include Payments to Suppliers; Delivering Community funding Packages; and Rates Reliefs/Business Grants);
- The Council is awaiting guidance from The Local Authority (Scotland) Accounts Advisory Committee (LASAAC) on the accounting treatment of the new fiscal flexibility relating to PFI/PPP debt, prior to confirming its application in closing the current year's COVID-19 funding gap;
- In Education, there are well established links via participation in various national professional networks such as the Association of Directors of Education in Scotland (ADES) which have been utilised to share and inform thinking/decision-making on responding to the pandemic; and collaboration with regional colleagues via the West Partnership has also been key; and
- The Education Department is working closely alongside the Public Health Protection Unit (PHPU) at NHS Greater Glasgow and Clyde through a dedicated team to raise concerns and seek advice on any incidents, with the working relationship with PHPU and the advice and guidance provided having informed the continuing operation of schools and nurseries in recent months.

How have IT services performed during the pandemic?

- To what extent have cyber security controls been considered?

The ICT Service has maintained critical levels of service throughout the pandemic. During the initial period in March, when the organisation was dispersed with staff working from home where they could, ICT oversaw the deployment of over 150 laptops and over 100 mobile phones within a few days. It is recognised that, at the time, a number of stability issues hit key infrastructure. This impacted both those that remained in the offices and those that had transitioned to home working. These issues were resolved at the time and lessons learned were taken forward to help inform key activity to avoid a repeat and improve resilience.

Whilst the support and solutions functions of the ICT service moved to fully home working, the provisioning team, with additional support for other ICT staff members, has remained in the office throughout to manage the deployment and support activity. Through March, the service supported the growth of remote access in both corporate and education parts of the Council, which increased from approximately 150 daily remote connections to nearly 2000. With the return of schools in August, that volume reduced to around 1000 daily remote connections.

Stability and resilience has largely been maintained throughout across all applications and services. At this point, 7 months on, over 400 new or upgraded laptops have now been deployed and nearly 350 mobile phones. The service is currently running at 90% of service capacity, still principally operating remotely from home. There are current challenges around connection bandwidth driven by significant growth in education use since the return to school, and the continued prevalence of home working. Work continues to manage utilisation and ensure all users experience consistent and positive connectivity.

Cyber and information security has remained a critical activity throughout. Where changes to either governance or applications have been required, full cyber risk assessments have been undertaken before decisions have been made. Where changes to the technology environment have been required to support the pandemic response, the operational change control process tracks where those changes are temporary and require reversal once the pandemic response reduces. Phishing testing, tutor-led training sessions and security accreditation testing (PSN, Cyber Essentials+) has continued throughout the period as per normal timelines.

<p>To what extent has management assessed the impact of COVID-19 on overall staff capacity?</p> <ul style="list-style-type: none"> • What areas have been identified as being under resourced and how is this being addressed? 	<p>The Council's Resilience Management Team (CRMT) comprises representatives from each department, the Heath and Care Partnership (HSCP) and the East Renfrewshire Culture and Leisure Trust (ERCLT). Part of their focus during recovery and response has been prioritisation of services and ensuring appropriate capacity is in place, with services able to highlight and escalate concerns via this route. During the initial response there were a number of services stopped and a volunteering process was set up with volunteers sought across the Council to assist in priority areas, examples of this being humanitarian support and registration services.</p>
<p>What is your organisation doing to support its staff during the pandemic?</p> <ul style="list-style-type: none"> • To what extent have workload and working practices been adjusted to allow for the challenges that people may face when working remotely? • What guidance, advice or signposting has your organisation put in place to support staff wellbeing? 	<p>In the initial lockdown phase, much of the workload was associated with response. Provision of some services was stopped as a consequence and this allowed staff to respond accordingly. The organisation has adapted by reviewing workloads and deciding what work is prioritised as services have started the recovery process and this continues to be reviewed.</p> <p>There has been regular communication to all employees and managers on the changing guidance and what this means for them. Employees have been supported to work from home where possible to reduce the number of people in the workplace.</p> <p>The council promoted a flexible approach to working hours to support staff with caring responsibilities. It is worthy of note that the Council also achieved Established Carer Positive accreditation during this time. A very positive response was received from employees on weekly Manager Monday briefings and Wednesday Wellbeing articles. These covered all aspects of health and wellbeing for employees, signposting them to all of the resources and supports that are available (e.g. looking after yourself, counselling, local support groups, financial assistance, how to manage teams remotely). Teams were also encouraged to maintain regular team meetings and catch-ups with each other.</p>
<p>What opportunities and risks have arisen as staff are deployed across departments?</p>	<p>All volunteers were managed through a central process and approval was given by an employee's manager before deployment into another post to provide support to ensure any risk was managed appropriately. Taking this approach allowed the Council to support the humanitarian effort, including making calls to those shielding, supporting food distribution and dealing with the increased workload around registrations.</p>

	<p>A further example is that Internal Audit staff, who were unable to carry out some planned audits as a result of the pandemic, were instead able to assist with the administration of small business grants which gave added assurance on the new grants process.</p>
<p>How is your organisation capturing the learning and opportunities that arise from new ways of working?</p>	<p>Prior to the pandemic the Council had started engaging with employees about becoming digital champions. It now has 30 digital champions recruited and trained to an advanced level through a super user training programme, 11 of whom are signed up to deliver short lightning workshops specifically targeted to Office 365 (O365) functionality. To support this, 8 guides Video/Sway/PDF, on how to effectively use office 365, have been produced and the O365 knowledge hub has been launched:-</p> <p>http://intranet.erc.insider/article/9717/Office-365-Support.</p> <p>Processes are also being adapted within services to ensure that learning and changed, improved ways of working continue as the Council moves into recovery.</p> <p>In Accountancy:-</p> <ul style="list-style-type: none"> • All staff are now adept at using Microsoft Teams/screen sharing for meetings. This will save time in future as it should reduce the need for face to face meetings once things we get back to a new normal; and • Digital signing arrangements will be used to formally sign off the Annual Accounts this year. This approach will be the new normal for the annual sign off in future. <p>In terms of the Education service, there has been:-</p> <ul style="list-style-type: none"> • Improved digital access for customers through digital processes has been explored across both the department and schools; and • Continued use of digital approaches by schools, for example to support learning loss through homework and to deliver the vocational programme. <p>Feedback has been gathered from staff, pupils and parents on positive changes resulting from COVID-19 that should be maintained.</p>

Exhibit 2 Financial Management and Reporting	Feedback
<p>Is financial (and performance) information received in a timely manner, with sufficient detail, to inform the fast-paced changes that are required due to COVID-19?</p>	<p>As mentioned previously, full guidance on areas such as new grant schemes to address local business needs has not always been provided to the Council in good time, due to the speed at which these schemes must be implemented. This can result in some delays in payments where eligibility is not clear.</p> <p>Accountancy staff have had to respond to increased demands for information as a result of the pandemic. The service has had to introduce some new codes to clearly identify COVID-19 expenditure, but have managed to respond within the required timescales to all requests. In general, the first time the service is asked to complete a return on a new aspect of COVID-19 expenditure, this can be challenging but subsequent requests become easier as the format is established.</p> <p>Additional reports have had to be produced in order to track the financial impact of COVID-19 on the Council. An additional revenue monitoring report was submitted to the Council in June 2020 to flag up an initial forecast of the COVID-19 impact on the current year's budget position. In October 2020 a further report on the financial impact of COVID-19 on the current and future years' budgets was submitted.</p> <p>The Council has kept its performance reporting broadly on track during the pandemic. The strategic end-year performance report for 2019/20 was considered by the Council as originally planned on 24 June 2020. However, there has been a delay in the collection/publishing of some 2019/20 data (e.g. data on recycling normally verified and published by SEPA in September has been delayed until January 2021). There has also been a new focus on statutory reporting to Scottish Government and the Improvement Service on COVID-19 related indicators from late March 2020.</p> <p>The Code of Corporate Governance Annual Review for 2019/20 was submitted to Audit and Scrutiny Committee on track in August 2020. Departmental senior management teams are on track to hold their mid-year review meetings with the Chief Executive in October 2020.</p> <p>Additional reports were also submitted to the Emergencies Committee in May; and Council in June and October outlining the Council's response to the pandemic and the impact on services.</p>

	<p>Due to the COVID-19 pandemic, formal community planning meetings were paused. A Community Planning Recovery and Renewal workshop took place in September 2020 and identified our key partnership priorities moving forward.</p> <p>There was a need for the Outcome Delivery Plan (ODP) for 2020-23 to be reviewed in the light of the pandemic. The CMT agreed in June 2020 that this review would be completed and the ODP was considered by Council on 28 October 2020, rather than June as originally planned.</p>
<p>How is management assessing the financial impact of Covid-19 on income and expenditure?</p> <ul style="list-style-type: none"> • What processes or procedures have been put in place to assess, for example, new demands, new expenditure streams, savings from activity foregone and lost income? 	<p>Measures that have been put in place include:-</p> <ul style="list-style-type: none"> • New codes for COVID-19 expenditure; • Separate recording of funds for Council use and for disbursement to other parties; • Numerous new returns tracking actual and forecast COVID-19 pressures across the Council (including both COSLA and Scottish Government returns); • Additional reporting to Council on both performance and financial aspects of the authority's response; and • Distinction in revenue monitoring reports between COVID-19 and non COVID variances.
<p>What information has been used in determining the value of assets and liabilities?</p> <ul style="list-style-type: none"> • To what extent have estimated valuations been impacted by COVID-19, for example, disruption to the revaluation of properties or market volatility impacting on investments? • What is the likely impact of Covid-19 on pension deficits and what does this mean for your organisation? 	<p>The authority's assets are valued by the Council's Estates Service. Any impact of the COVID-19 pandemic has not been reflected in the Annual Accounts 2019/20 as the market data was not available at the time. However they do expect this to be substantial. All Scottish authorities are in the same position and consequently External Auditors are proposing to include a caveat in their audit certificate. The Accounts for 2020/21 will reflect the impact.</p> <p>Ironically the pension deficit has reduced between the years 2018/19 and 2019/20. However as the stock market has been heavily affected since the lockdown on 23 March, it is expected that the Pension liabilities will have subsequently increased. For the Council, this will potentially be reflected in future increased employee and employer contributions. The rates that are currently being incurred are however fixed for the coming year.</p>

	<p>As the local government pension scheme is a defined benefit scheme, this will have no impact on the pensions paid out. The Teacher's pension scheme is underwritten by the UK Government and therefore again pensions paid out will not be affected.</p>
<p>What commitments and guarantees have been made to third parties, and how are these being monitored?</p> <p>• Where relevant, how is your organisation ensuring that the impacts of the pandemic on its arm's-length external organisations (ALEOs) are being appropriately monitored?</p>	<p>The Director of Education and Head of Accountancy sit on the ERCLT Board as observers and liaise closely with both the Trust's Chief Executive and Chief Financial Officer (CFO). This liaison has included:-</p> <ul style="list-style-type: none"> • Consultation and agreement of wording for a letter of comfort to ERCLT, assuring the Board and their auditors of the Council's commitment to supporting the Trust financially; • ERCLT CFO and Accountancy Finance Business Partner closely monitoring the impact of COVID-19 on ERCLT expenditure and income, both now and into the future; • Inclusion of ERCLT figures/forecasts in the Council's financial monitoring and assessment of potential Loss of Income funding; • Consideration of ERCLT's & the Council's longer term service aspirations when considering budget restrictions in coming years; • Discussions on the application of the furlough scheme; and • Consideration of where Trust staff can assist in the Council's response to COVID-19 (e.g. food distribution, holiday play schemes etc.).
<p>What impact has COVID-19 had on savings plans?</p> <p>• Is your organisation on track to deliver these savings and if not, what plans are your organisation putting in place to help with this?</p>	<p>Most of the Council's 2020/21 savings plans are still on track, however some areas have been directly impacted by COVID-19 pressures and cannot be delivered this year. These areas include planned savings on cleaning services, ICT contracts and homelessness provision. The Council has stopped all non-essential expenditure in an effort to minimise any funding shortfall in the current year, and fiscal flexibilities should allow the Council to balance the books for the current year. Any unfunded element of COVID-19 pressures will, however, increase the budget challenges faced by the Council next year.</p>

<p>What impact has COVID-19 had on transformational activity?</p> <ul style="list-style-type: none"> • If there has been or will be significant delays to activity or a failure to meet savings targets, what are the financial implications and how is management preparing for this? 	<p>There have been a number of delays to the Council's transformational and change projects as a result of the pandemic. Critical projects including the new ICT systems for HR/Payroll and Council Tax/Benefits have been re-timed and are on track for implementation by the end of the year. Work is underway with the various project boards and the CMT to review projects in the light of the pandemic to reassess project priorities and capacity.</p> <p>The Core Systems project was expected to start delivering efficiency savings from 2021/22. Whilst the standard finance system has been successfully implemented, progress on system and process enhancements, designed to maximise efficiency in both central and frontline services, has been impacted by COVID-19 as development team resources have had to be reprioritised. As a result, the expected efficiencies will also be delayed and directors have had to take this into account in compiling their savings proposals for 2021/22</p>
<p>Is there sufficient capacity within the finance team to deal with competing pressures, such as preparing annual accounts, at a time when working practices are having to be adapted due to COVID-19?</p>	<p>The Accountancy Team has had sufficient capacity to cope with the additional pressures brought by COVID-19 so far. Several factors have contributed to this success:-</p> <ul style="list-style-type: none"> • The Team has been fortunate enough to have minimal unfilled vacancies during the year; • It has also been fortunate enough to have had no staff who have been unable to work due to COVID-19; • All staff are equipped to work agilely; • Professionalism and dedication of staff; and • Staff working long hours in order to meet the additional demands. <p>However, this position cannot be maintained indefinitely. Should COVID-19 information demands continue to increase, staff absences increase, or staff numbers reduce then the current level of service will be detrimentally impacted.</p>

Exhibit 3 Governance	Feedback
<p>What impact has COVID-19 had on governance arrangements?</p> <ul style="list-style-type: none"> • How is your organisation ensuring that effective oversight and scrutiny of key decisions is maintained as it responds rapidly to the challenges it faces during the pandemic? • Have any significant changes been made to governance arrangements due to the pandemic, for example, suspension of committees or increased use of delegated decision-making powers? • Where decisions are being made using delegated or emergency powers, how are these being recorded, made public and subjected to scrutiny by the relevant committee(s)? • Have changes to processes and procedures made in response to COVID-19 been reviewed and documented appropriately to comply with overall governance arrangements? 	<p>At the outset of the pandemic, formal meetings in East Renfrewshire were temporarily suspended and new, temporary decision making arrangements were introduced. In summary these extended delegated powers to officers and empowered them to take decisions within their areas of operation that would normally require committee approval.</p> <p>There were exceptions to the extension of the delegated powers. These were in respect of matters where the proposed decision was the introduction of a new or the alteration of an existing Council policy, or any other matter where a political decision was required. In these circumstances the matter would be referred to a newly established Emergencies Committee, the membership of which comprised the Leader of the Council (SNP), the Leader of the Labour Group (Administration partners) and the Leader of the Opposition Group (Conservative) or substitutes.</p> <p>The terms of reference of the Emergencies Committee are:-</p> <ul style="list-style-type: none"> • To determine those matters not able to be determined by officers in accordance with the temporary extension of delegated powers; and • To take any future decision on whether to suspend delegations to committees and temporarily extend delegated powers to officers. <p>The Council's existing Scheme of Delegation is very extensive. This meant that the impact on continued decision making of the Council was less than it could have been had the scheme been different. During the period when the extended delegated powers were being used, officers were asked, on a monthly basis, to provide details of those occasions when they had made use of the extended delegations. These were recorded by the Democratic Services Manager.</p> <p>As a result of the already wide-ranging Scheme of Delegation, the occasions when the extended powers were used were very limited. A full report was made to the first Council meeting held after this period which included this information as well as a report on how the Council had been responding to all aspects of the pandemic and the impact on all departments.</p>

	<p>A key decision in relation to the implementation of the 1140 hours expansion was taken by the Director after consultation with the 3 leaders on the Emergencies Committee. However the decision was latterly homologated by the Education Committee on the resumption of the normal governance arrangements.</p>
<p>Are governance arrangements being reviewed regularly to ensure they remain fit for purpose?</p>	<p>The arrangements introduced at the start of lockdown operated satisfactorily and normal governance arrangements have already recommenced. The Emergencies Committee remains established in the Council's Scheme of Administration and the terms of reference are such that any new temporary arrangements can be quickly reintroduced.</p> <p>The Scheme of Delegated Functions is subject to amendment and review on an ad-hoc basis as changes are required and made.</p> <p>Remote participation in meetings is now well established, but will be kept under review to ensure meeting arrangements are in accordance with any existing or future legislative changes.</p>
<p>Are non-executive directors providing appropriate levels of support, scrutiny and challenge to your organisation as it responds to the current environment and new risks?</p>	<p>Not Applicable</p>
<p>What barriers, if any, have affected your organisation's ability to continue to provide services for individuals and communities during the pandemic?</p> <ul style="list-style-type: none"> • How have these barriers been overcome? • What was the impact on service users? 	<p>The pandemic had (and is having) a considerable impact on the services the Council can deliver. Full information was provided to the Emergencies Committee and then the Council in June and October.</p>

<p>What impact has COVID-19 had on your organisation achieving its stated objectives?</p> <ul style="list-style-type: none"> • Does performance reporting highlight any changes on your organisation's ability to meet its objectives as a consequence of COVID-19 • Has the pandemic caused new risks to achieving your organisation's objectives? If so, how are these being addressed? 	<p>Whilst many activities and teams have remained on track and have successfully transitioned to working at home, the new and substantial requirements of the pandemic have meant shifts in priorities, delays in some areas and a need to continually reassess capacity. These issues are being reported through regular reports to Council on the impact of the pandemic, through performance reporting, and through the review and reprioritisation of the Outcome Delivery Plan for 2020-23. As new responsibilities and requirements emerge and the Council continues to straddle the response, recovery and renewal phases, further impacts are to be expected in the next months.</p>
<p>What impact has COVID-19 had on collaborative working?</p>	<p>Collaborative working has been at its strongest during the pandemic response. The Council has been working closely with the Health Board directly and through HSCP. The Third Sector have played a particularly crucial role including Voluntary Action East Renfrewshire who stepped up to the challenge of mobilising and managing the many residents who wanted to help others during this time through the establishment of the Community Hub. Numerous other partners have and continue to play vital roles working with the Council during the pandemic including the Police and Fire Service and the strength of partnership in East Renfrewshire has been commendable.</p>
<p>Exhibit 4 Risk Management</p>	<p>Feedback</p>
<p>Are there new expenditure or procurement streams, or delivery methods arising from COVID-19 that introduce new risk?</p> <ul style="list-style-type: none"> • What indicators does management have to support informed decisions on risk and is this data available in real time? • Is your organisation's risk management strategy up-to-date to include risks associated with COVID-19? • What risks have emerged that need to be addressed and what protocols are in place to report and analyse emerging risks as the situation evolves? 	<p>A range of indicators and information is available to Councillors in relation to specific COVID-19 related work and is circulated weekly.</p> <p>The Council's risk management strategy is up to date. Although it does not include explicit wording relating to COVID-19, it does cover a "pandemic".</p> <p>The Council's Strategic Risk Register (SRR) has been updated to include risks associated with COVID-19 and is reviewed weekly by the CMT, with amendments being made to it as required. There is a further detailed COVID -19 risk register reported to, and discussed by, the CRMT on a weekly basis. It identifies and has mitigations in place, or proposed mitigations which are being put in place, to reduce and manage potential risks associated with COVID-19.</p>

<ul style="list-style-type: none"> • Are risks being reported to the relevant committee? 	<p>Both the SRR and the CRMT COVID-19 Risk Register are considered “live” documents and are updated as appropriate. The Strategic Risk Register is reported every 6 months to the Audit and Scrutiny Committee (March and September) and annually to Cabinet.</p>
<p>Has your organisation’s risk register been updated to reflect new risks arising from COVID-19?</p>	<p>The SRR has been updated to reflect new risks arising from COVID-19 and remains a “live” document which is considered by the CMT on a weekly basis and amended and updated as appropriate.</p>
<p>Is there a need for management’s risk appetite framework to be reviewed to ensure it is appropriate in this rapidly evolving environment?</p> <ul style="list-style-type: none"> • If so, when will the committee be informed of the outcome and any next steps? 	<p>At present the risk framework within East Renfrewshire Council is meeting the requirements but this is kept under review. The most recent report on risk management was considered by both the Audit and Scrutiny Committee and the Cabinet on 24th September 2020.</p>
<p>How does COVID-19 impact on any financial risks already facing your organisation and how does this affect short, medium and long-term financial plans?</p>	<p>The main financial risk to the Council is the risk of inadequate government settlements, as these represent the largest part of the Council’s funding. COVID-19 increases this risk as it may cause national resources to be diverted away from the core settlement and may also increase demand on Councils for care, economic and financial support services. Further, it has resulted in reduced income across many services, particularly those of the Leisure Trust.</p> <p>In the short term, we are closely monitoring all new COVID-19 support funding sources and fiscal flexibilities, and reviewing the current year and next year’s budget positions. Additional reports have been presented to Council, setting out the position and we have already taken the decision to set only a single year budget for 2021/22 rather than a 3 year budget.</p> <p>The Council’s medium and long term plans will be reviewed once more information on the anticipated settlement for 2021/22 and beyond is made available from December 2020. The Leisure Trust is already modelling budget forecasts for its recovery, recognising that it may take several years to return to previous levels of income generation.</p>

What impact does COVID-19 have on any scenario planning that your organisation has in place for events such as EU withdrawal and increasing budget uncertainty?

The Council's longer term financial planning routinely involves consideration of various scenarios affecting its finances. The Head of Accountancy receives regular economic updates and these assess the impact of a range of issues, including Brexit and the pandemic, on grant settlements, inflation, interest rates and employment. These are considered together with forecast levels of demand and reserves. In addition to these forecasts the Head of Accountancy must now assess and factor in the range of potential levels of grant support and fiscal flexibility made available from the UK and Scottish Governments in relation to COVID-19.

The Council's financial plans are currently being reviewed and will be formally approved by the Council in February 2021, but we expect to have to take a flexible approach to financial planning in the coming years. As part of this approach Directors have been asked to provide a range of savings proposals of between around £8m and £12m for 2021/22.

EAST RENFREWSHIRE COUNCILAUDIT AND SCRUTINY COMMITTEE26 November 2020Report by ClerkCABINET RESPONSES TO AUDIT AND SCRUTINY COMMITTEE'S INVESTIGATIONS
ON INCOME GENERATION AND COMMERCIALISATION; AND CLIMATE CHANGE**PURPOSE OF REPORT**

1. To submit, for review, the responses approved by the Cabinet in relation to the recommendations made by the Audit and Scrutiny Committee on both Income Generation and Commercialisation; and Climate Change.

RECOMMENDATION

2. It is recommended that the Committee:-
- (a) reviews the responses approved by the Cabinet on the Audit and Scrutiny Committee's investigations on both Income Generation and Commercialisation; and Climate Change;
 - (b) notes the extent to which the committee's recommendations have been accepted; and
 - (c) considers when it may wish to review progress on implementation of the recommendations.

INCOME GENERATION AND COMMERCIALISATION INVESTIGATION AND ASSOCIATED RESPONSE

3. On 5 December 2019, the Cabinet considered the Audit and Scrutiny Committee's report on its [Investigation on Income Generation and Commercialisation](#) which had been progressed between July and October that year with support from the former Scrutiny and Evaluation Officer. The Committee had considered this work to have potential to generate new income streams; to contribute to the Council achieving future savings targets; to help it meet the strategic priority areas of the Community Plan; and to help deliver the Council's corporate plan 'Vision for the Future'. Other potential benefits were considered to include demonstrating financial responsibility to the local community; helping to deliver Best Value; and sustaining/improving service levels.

4. In total, the Committee had made 12 recommendations to the Cabinet as itemised in Appendix A to this report. One of the key recommendations (*Recommendation 1*) was that the Council establish a new policy on commercialisation, supported by a cross-departmental team with expertise, to implement the key recommendations of the policy and an associated action plan.

5. In December, the Cabinet agreed to support the recommendations in principle and that a response to the Committee's report be submitted to the Cabinet in 6 months. Following a slight delay due to the impact of COVID-19, a response was considered by the Cabinet on 24 September 2020 (Appendix B refers). It reflected that all 12 of the recommendations made by the Audit and Scrutiny Committee had been agreed by Directors; and that despite the challenges of dealing with the COVID-19 pandemic, work had been started in many of these areas with future work planned in due course.

6. The Cabinet:-

- (a) considered and approved the response to the Audit and Scrutiny Committee's report on its Investigation on Income Generation and Commercialisation opportunities within East Renfrewshire Council; and
- (b) noted the progress made to date by Departments in relation to implementing the recommendations.

CLIMATE CHANGE INVESTIGATION AND ASSOCIATED RESPONSE

7. On 13 August 2020 the Cabinet considered the Audit and Scrutiny Committee's report on its [Investigation on Climate Change](#) which had been completed in support of the refreshed Environmental Sustainability Strategy and Action Plan and involved all departments of the Council. Work on the investigation had been conducted between November 2019 and February 2020, with this work and the preparation of the report prepared having also been supported by the former Scrutiny and Evaluation Officer. The report had been due to be considered by the Cabinet on 2 April 2020, but that meeting was cancelled due to the COVID-19 pandemic and related implications. However, it was instead submitted to the first meeting of the Cabinet to take place after meetings of that body resumed just after the summer 2020 recess.

8. In total, the Committee had made 24 recommendations to the Cabinet as itemised in Appendix C to this report, including a recommendation (*Recommendation 3*) that the Council's strategy on climate change be renewed, setting out the Council's future priorities with clear actions, replacing the former Climate Change Strategy and Sustainability Action Plan, and to include the involvement of children and young people in the development of the new strategy.

9. At the Cabinet meeting in August 2020 it was agreed that a formal response be prepared. There is usually a time lag between the submission of a report on an investigation to the Cabinet and a formal response to it being prepared. However, taking account of the fact that the content of the Audit and Scrutiny Committee's report had been known for some time as it had been finalised earlier in the year, at the same meeting on 13 August, the Cabinet considered a report by the Director of Environment outlining a proposed approach for the development of a Climate Change Strategy and Action Plan, particularly in view of the recommendations arising from the Audit and Scrutiny Committee's work (Appendix D refers).

10. The Cabinet:-

- (a) approved the proposed comprehensive approach to the development of a new Climate Change Strategy and Action Plan;
- (b) supported the ambition for the Council to be 'carbon neutral' by 2040 (as a minimum target); and

- (c) approved the proposal to establish a cross party Member/Officer working group to progress the Climate Change Strategy and Action Plan.

11. The Committee may wish to note that the Head Environment (Strategic Services) has indicated that he intends to submit a further report to the Cabinet early in 2021 on developments.

RECOMMENDATIONS

12. It is recommended that the Committee:-
- (a) reviews the responses approved by the Cabinet on the Audit and Scrutiny Committee's investigations on both Income Generation and Commercialisation; and Climate Change;
 - (b) notes the extent to which the committee's recommendations have been accepted; and
 - (c) considers when it may wish to review progress on implementation of the recommendations.

Local Government (Access to Information) Act 1985

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Background papers:

1. Report prepared by Audit and Scrutiny Committee on Income Generation and Commercialisation and associated Cabinet response
2. Report prepared by Audit and Scrutiny Committee on Climate Change and associated Cabinet response

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AUDIT AND SCRUTINY COMMITTEE'S RECOMMENDATIONS TO CABINET ON INCOME GENERATION AND COMMERCIALISATION

It was recommended that the Cabinet considers the following recommendations:-

1. That the Council establish a new policy on commercialisation, to include:
 - creating action plans, and setting of income/savings targets;
 - developing the existing culture of commercialisation within the council, including training for employees and Elected Members;
 - formation of a cross-departmental team with commercial expertise;
 - including commercialisation skills and experience in the person specification for specific posts which are advertised;
 - continued participation in commercialisation workshops e.g. through the Association of Public Sector Excellence (APSE);
 - structured information sharing between departments, and greater collaboration with other councils; and
 - requiring all departments of the council to discuss their commercialisation plans with Legal Services for advice, prior to entering into discussions with third parties.
2. To invite representatives of other councils, with successfully developed approaches to commercialisation, to address a joint grouping of East Renfrewshire Council Members and officers;
3. That the Council develop further a programme of staging major events to be held at various venues in East Renfrewshire, building on the commercial success of the Playground Festival held in Rouken Glen Park in August 2019. (Advance planning of future events should focus strongly on community consultation, reinstatement of facilities, liaison with other agencies, and lessons learned from previous events);
4. To agree, in principle, to investigate options for income generation which might be available from the proposed new digital telecare system, through provision of care services on behalf of other local authorities or organisations, and to market the associated business development skills;
5. To support taking a more commercial approach to procurement, to achieve efficiencies and maximise income potential from the council's collaborative framework arrangements, e.g. with Scotland Excel;
6. To maximise the use of local companies through procurement and purchasing activities to help stimulate the economy of East Renfrewshire, in accordance with the existing provisions which enable this through the Council's contract standing orders;
7. To further develop links between schools, the business community and other partners, to create further opportunities for young persons in relation to training; assistance with technology; and other benefits;
8. To monitor closely, and to receive regular reports, on the financial implications arising from the expected reduction in levels of income from the Wraparound care service. (This will occur during and after the transition from the provision of 600 hours to 1140 hours of free early learning and childcare by August 2020).

9. To keep under review, options to develop income generation opportunities at roundabouts, bus shelters, council vehicles and other locations;
10. To support the ongoing development of proposals (subject to submission of further reports where appropriate) by the Environment Department, to generate new income, or maximise potential from existing arrangements, through some or all of the following:
 - Trade waste and refuse collection;
 - Fleet Services;
 - Undertaking landscaping and grounds maintenance in new housing developments;
 - Leasing of storage units;
 - Potential purchase of new commercial units;
 - Grazing lets;
 - Asset Management and taking a more commercial approach to managing vacant buildings;
 - Renewable energy, including options for developing council-owned or shared partnership arrangements, e.g. creation of a biogas facility;
 - Burial and Related Services; and
 - Annual garden waste collection arrangements.
11. That the departments involved submit a report on the option to introduce a public car parking policy, to regulate activities better at key pressure points in East Renfrewshire; and
12. That the Chair of the Audit and Scrutiny Committee extends an invitation to meet the Chair of the Performance and Audit Committee of the Health and Social Care Partnership, to share information and discuss good practices arising from the review;

EAST RENFREWSHIRE COUNCILCABINET24 September 2020Report by Chief ExecutiveRESPONSE TO THE AUDIT AND SCRUTINY COMMITTEE'S INVESTIGATION ON
INCOME GENERATION AND COMMERCIALISATION

1. To provide a response for Cabinet consideration to the Audit and Scrutiny Committee's Investigation on Income Generation and Commercialisation Opportunities.

RECOMMENDATION

2. It is recommended that the Cabinet
 - considers and approves this response to the Audit and Scrutiny Committee's report of 21st November 2019 on its investigation on income generation and commercialisation opportunities within East Renfrewshire Council and
 - notes the progress made to date by Departments in relation to implementing the recommendations (where accepted)

BACKGROUND

3. As part of the Investigation on Income Generation and Commercialisation Opportunities within East Renfrewshire Council, the Audit and Scrutiny Committee undertook a range of range of meetings with the Council's departments and services to gather information and take evidence in August and September 2019. The focus of these meetings included: how annual savings targets are being met each year; the ways in which external income is currently being generated; how commercialisation is being introduced to the culture of the departments; examples of where savings are being achieved, or other benefits gained, for example by working with other councils, partners, or the business community; and which new commercialisation opportunities the department or service intended to introduce.

4. The Scrutiny and Evaluation Officer, working closely with the Audit and Scrutiny Committee, prepared a report summarising the work of the investigation, and providing recommendations based upon the views of members. A final report with recommendations was submitted to, and approved by, the Audit and Scrutiny Committee on 21st November 2019.

5. It was agreed that a further report should be considered by the Cabinet in approximately 6 months from November when the Audit and Scrutiny Committee approved the Report, where an update on each recommendation would be provided.

6. Following consideration of this report by the Audit and Scrutiny Committee in November 2019 the Council has had to deal with the Covid-19 pandemic. This challenging situation has inevitably required departments to focus on delivering essential services. Some aspects of the Report recommendations have still to be fully considered by Directors and although some initial progress has been made it is important to note that most work could only be taken forward once the focus on the ongoing Covid-19 challenge has reduced.

7. Given the time which has elapsed since these recommendations were initially proposed, and the impact of Covid-19, a brief update on initial work undertaken to date is included, where available, in Appendix 1 of this report.

REPORT

8. The following recommendations were made by the Audit and Scrutiny Committee following its Investigation on Income Generation and Commercialisation Opportunities. Directors were asked to consider the recommendations within the report and advise if these were to be accepted (or not) and provide an outline of possible timescales for implementation.

No	Recommendation	Decision	Lead Contact
1	That the Council establish a new policy on commercialisation.	Agreed	Director of Environment
2	To invite representatives of other councils, with successfully developed approaches to commercialisation, to address a joint grouping of East Renfrewshire Council Members and officers	Agreed	Director of Environment
3	That the Council develop further a programme of staging major events to be held at various venues in East Renfrewshire, building on the commercial success of the Playground Festival held in Rouken Glen Park in August 2019. (Advance planning of future events should focus strongly on community consultation, reinstatement of facilities, liaison with other agencies, and lessons learned from previous events).	Agreed	Director of Environment
4	To agree, in principle, to investigate options for income generation which might be available from the proposed new digital telecare system, through provision of care services on behalf of other local authorities or organisations, and to market the associated business development skills.	Agreed	Director of Corporate & Community Services
5	To support taking a more commercial approach to procurement, to achieve efficiencies and maximise income potential from the council's collaborative framework arrangements, e.g. with Scotland Excel.	Agreed	Chief Executive
6	To maximise the use of local companies through procurement and purchasing activities to help stimulate the economy of East Renfrewshire, in accordance with the existing provisions which enable this through the Council's contract standing orders.	Agreed	Chief Executive
7	To further develop links between schools, the business community and other partners, to create	Agreed	Director of Education

	further opportunities for young persons in relation to training; assistance with technology; and other benefits.		
8	To monitor closely, and to receive regular reports, on the financial implications arising from the expected reduction in levels of income from the Wraparound care service. (This will occur during and after the transition from the provision of 600 hours to 1140 hours of free early learning and childcare by August 2020).	Agreed	Director of Education
9	To keep under review, options to develop income generation opportunities at roundabouts, bus shelters, council vehicles and other locations.	Agreed	Director of Environment
10	To support the ongoing development of proposals (subject to submission of further reports where appropriate) by the Environment Department, to generate new income, or maximise potential from existing arrangements.	Agreed	Director of Environment
11	That the departments involved submit a report on the option to introduce a public car parking policy, to regulate activities better at key pressure points in East Renfrewshire	Agreed	Director of Environment
12	That the Chair of the Audit and Scrutiny Committee extends an invitation to meet the Chair of the Performance and Audit Committee of the Health and Social Care Partnership, to share information and discuss good practices arising from the review	Agreed	Director of Corporate & Community Services

CONCLUSION

9. This review area has the potential to generate new income streams, which may assist the Council in several areas: financial planning now and for the future; demonstrating financial responsibility to the East Renfrewshire community; delivering Best Value; sustaining or improving service levels for local citizens and customers; developing stronger links with businesses and organisations; developing collaborative links with other Councils; and self-awareness of where the Council is positioned, in terms of benchmarking information.

10. All twelve of the recommendations within the Audit and Scrutiny Committee report of 21st November have been agreed by Directors. Despite the challenges of dealing with the Covid-19 pandemic, work has been started in many of these areas with future work planned in due course.

RECOMMENDATION

11. It is recommended that the Cabinet
- considers and approves this response to the Audit and Scrutiny Committee's report of 21st November 2019 on its investigation on income generation and commercialisation opportunities within East Renfrewshire Council and
 - notes the progress made to date by Departments in relation to implementing the recommendations (where accepted)

Chief Executive
September 2020

Report author:
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Background Papers

Report by Chief Executive to Audit and Scrutiny Committee, 20 June 2019: Proposed Guide to Scrutiny and Review

Report by Chief Executive to Audit and Scrutiny Committee, 15 August 2019: Investigation on Income Generation and Commercialisation – Update on Progress

Report by Chief Executive to Audit and Scrutiny Committee, 26th September 2019: Investigation on Income Generation and Commercialisation – Update on Progress

Report by Chief Executive to Audit and Scrutiny Committee, 21st November 2019: Investigation on Income Generation and Commercialisation – Final Draft Report

Recommendation 1

That the Council establish a new policy on commercialisation, to include:

- creating action plans, and setting of income/savings targets;
 - developing the existing culture of commercialisation within the council, including training for employees and Elected Members;
 - formation of a cross-departmental team with commercial expertise;
 - including commercialisation skills and experience in the person specification for specific posts which are advertised;
 - continued participation in commercialisation workshops e.g. through the Association of Public Sector Excellence (APSE);
 - structured information sharing between departments, and greater collaboration with other councils; and
 - requiring all departments of the council to discuss their commercialisation plans with Legal Services for advice, prior to entering into discussions with third parties.
- Agreed
 - A policy has been prepared covering the recommended points and will be considered by the Corporate Management Team in due course.
 - A cross departmental commercialisation seminar with SOLACE coordinated by the Environment Department is proposed. This could be delivered virtually but it would be preferable to hold it face to face once Covid-19 restrictions allow this. Options are being considered

Recommendation 2

To invite representatives of other councils, with successfully developed approaches to commercialisation, to address a joint grouping of East Renfrewshire Council Members and officers.

- Agreed.
 - Options are being considered which could include formal seminars and/or co-learning from councils. Timescale is mid-2021, dependent on Covid-19 restrictions on face-to-face meetings.

Recommendation 3

That the Council develop further a programme of staging major events to be held at various venues in East Renfrewshire, building on the commercial success of the Playground Festival held in Rouken Glen Park in August 2019. (Advance planning of future events should focus strongly on community consultation, reinstatement of facilities, liaison with other agencies, and lessons learned from previous events).

- Agreed.
 - However, Covid-19 National restrictions on large-scale gatherings has impacted on the Council's plans to stage major events at various venues in East Renfrewshire. The Playground music festival scheduled for August 2020 was cancelled by the organisers who have submitted a request to hold the event in August 2021. As had been the case with this year's abandoned plans, there will be

community engagement and consultation with Elected Members as well as learning lessons from the inaugural event in 2019. Preliminary discussions with the organisers of other events have not yet progressed.

- Corporate and Community Services will support the Environment Department with the marketing of their Parks and other assets suitable for hosting of events. We will continue to liaise with Environment Department colleagues to determine how best to support their needs and aspirations in this area. Covid-19 National restrictions on large-scale gatherings has impacted on the Council's plans to stage major events at various venues in East Renfrewshire. The Playground music festival scheduled for August 2020 was cancelled by the organisers who have submitted a request to hold the event in August 2021. As had been the case with this year's plans, there will be community engagement and consultation with elected members as well as learning lessons from the inaugural event in 2019. Preliminary discussions with the organisers of other events have not progressed.

Recommendation 4

To agree, in principle, to investigate options for income generation which might be available from the proposed new digital telecare system, through provision of care services on behalf of other local authorities or organisations, and to market the associated business development skills;

- Agreed
 - Delays incurred through the Covid-19 response has resulted in an extension to the project timeline so as a result the scope for marketing of a digital telecare service to other users is likely to be some way off and not before 2023.

Recommendation 5

To support taking a more commercial approach to procurement, to achieve efficiencies and maximise income potential from the council's collaborative framework arrangements, e.g. with Scotland Excel

- Agreed
 - The Council currently receives rebates from Scotland Excel Frameworks on Education Materials, PPE, Electrical Materials, Plumbing and Heating Materials. Rebates returned to the Council for financial year 2018/19 from the use of Scotland Excel Frameworks was £18,000. Data for 2019/20 has been delayed due to COVID-19 impact. A report outlining savings opportunities was recently considered by the Councils Corporate Management Team and the Procurement Team are currently working with service representatives to deliver these savings.

Recommendation 6

To maximise the use of local companies through procurement and purchasing activities to help stimulate the economy of East Renfrewshire, in accordance with the existing provisions which enable this through the Council's contract standing orders;

- Agreed

- East Renfrewshire Council percentage spend with local small/medium enterprises remains comparably low given factors such as the existing supplier base and size and location of the local authority area. However, as identified in the new Procurement Strategy 2019-2022 the Procurement Team are working together with the Council's Economic Development team to focus on maximising opportunities to encourage local businesses, third sector organisations and supported businesses to do business with the Council.
- The temporary amendment to Standing Orders Relating to Contracts to support the Council's response to COVID-19 construction recovery by increasing the works Quick Quote threshold from £150,000 to £500,000. This amendment for 12 months will allow flexibility to accelerate delivery of projects that have been adversely affected by the Covid-19 outbreak. The use of Quick Quote up to the threshold of £500,000 would reduce both the time and resources required to get contracts into place and support economic recovery.

Recommendation 7

To further develop links between schools, the business community and other partners, to create further opportunities for young persons in relation to training; assistance with technology; and other benefits.

- Agreed
 - East Renfrewshire schools continue to see the benefit of positive working relationships with employers within and beyond the local community. This activity is developed principally by the Education Department and schools along with support from partners such as Developing the Young Workforce (DYW) West Regional Group to provide reciprocal benefits to both employers and to young people. Examples include:
 - The East Renfrewshire Developing the Young Workforce Banquet which allows local employers to see first-hand the skills young people have gained from their school experiences and also from a wide range of vocational experiences.
 - Working closely with Skills Development Scotland (SDS) ERC schools have increased the number of young people participating in level 6 Foundation Apprenticeships (FA) (a work-based learning opportunity for senior-phase pupils, broadly equivalent to one Higher). The FA programme has expanded to include opportunities at level 4/5 to meet the needs of all learners wishing to undertake a qualification which offers work based learning across a range of sectors. From an initial recruitment of 7 young people in session 16-17, our recruitment continues to grow with 72 young people participating in the FA programme in session 19-20.
 - Community benefits are helping schools embed meaningful employer engagement into the curriculum and introduce new employer partnerships. Recently an event run in partnership with the Fraser of Allander Institute, Glasgow City Region and the Economic Futures initiative introduced new pathways for young people.
 - Given the impact of Covid-19 on schools and employers, we anticipate that going forward, this recommendation will be more challenging to deliver, particularly the provision of work related opportunities for young people including a negative impact on the FA programme. Schools and the Education Department will continue to plan and deliver relevant work based experiences for young people, supported

by DYW West. This session, this will involve working in partnership with Gateway Shared Services (Work Placements) to identify and support potential opportunities for young people to participate in real life or virtual work placements. Virtual work placements will become more prevalent, as will work based challenges and projects which simulate work experience placements. This will be closely monitored to ensure safe participation of young people and staff and relevant contexts for learning.

- The Local Employability Partnership (LEP) will continue to have a key role in supporting and facilitating partnership working. Data from SDS will inform plans for future curriculum development where labour market information identifies growth sectors and also those sectors most impacted by Covid-19. The Education Department will continue to work closely with the Environment Department to develop employer partnerships through the Community Benefits Working Group.

Recommendation 8

To monitor closely, and to receive regular reports, on the financial implications arising from the expected reduction in levels of income from the Wraparound care service. (This will occur during and after the transition from the provision of 600 hours to 1140 hours of free early learning and childcare by August 2020).

- Agreed
 - Wraparound income continues to be monitored closely as part of normal budgetary control processes and pricing is reviewed annually via the Charging for Services exercise. Commentary on the latest projected wraparound income is included in the periodic Revenue Budget Monitoring reports submitted to Cabinet over the course of the financial year.
 - The closure of all schools and early years centres from 20 March 2020 due to the COVID-19 pandemic obviously led to no wraparound income being generated for the remainder of the 2019/20 academic session (or indeed over the summer holiday period). Free emergency childcare was provided during this period for the children of key workers as well as those most vulnerable. The opportunity to sell any wraparound currently is extremely limited given the unavoidable delays in the early years infrastructure expansion programme due to the pandemic.
 - We will continue to monitor the situation as the academic year progresses and the new buildings come on-stream but the ongoing impact of COVID-19 will continue to be a major factor in our ability to offer this service. Parent/carers own working arrangements going forward (e.g. increase in home working) will determine demand for additional hours over and above the free 1,140 hours of early learning and childcare (up from 600 hours) introduced within East Renfrewshire Council from the start of this session for all 3 and 4 year olds and eligible 2 year olds.

Recommendation 9

To keep under review, options to develop income generation opportunities at roundabouts, bus shelters, council vehicles and other locations.

- Agreed
 - These opportunities had been explored previously and were found to be of low value and therefore of low priority but will be kept under review.

Recommendation 10

To support the ongoing development of proposals (subject to submission of further reports where appropriate) by the Environment Department, to generate new income, or maximise potential from existing arrangements, through some or all of the following:

- Trade waste and refuse collection;
 - Fleet Services;
 - Undertaking landscaping and grounds maintenance in new housing developments;
 - Leasing of storage units;
 - Potential purchase of new commercial units;
 - Grazing lets;
 - Asset Management and taking a more commercial approach to managing vacant buildings;
 - Renewable energy, including options for developing council-owned or shared partnership arrangements, e.g. creation of a biogas facility;
 - Burial and Related Services; and
 - Annual garden waste collection arrangements.
- Agreed
 - A range of opportunities have been considered and will be kept under review.
 - Annual garden waste collection and special uplifts are to be prioritised. Research and planning is underway to support targeted implementation from 2021/22 onwards.
 - After further investigation it was found that a number of the potential opportunities listed were either not commercially viable or would provide a very limited return and so are low priority e.g. fleet services, leasing of storage units, new commercial units and grazing lets.
 - It should be noted that the commercial waste service brings in a significant income, primarily from utilising one vehicle. To extend the service would mean adding another vehicle and crew, which would not be cost effective at this time.
 - Charges for burials are already now at a high level compared to other local authorities. Some alternative memorial style work is underway, but income generation potential is unknown at this time and is likely to be modest.
 - With regards to Asset Management and taking a more commercial approach to managing vacant buildings – there is now a commercial landlord role within the Environment Department exploring this.
 - With regard to the Council taking on landscaping and grounds maintenance in new housing developments the situation is complex legally. However, the possibility is being investigated.
 - The Audit and Scrutiny Committee also supported the prospect of identifying opportunities for generating income from factoring linked to new-build housing developments. Again this is legally complex but is being investigated.

- In relation to renewable energy, including options for developing council-owned or shared partnership arrangements, e.g. creation of a biogas facility discussions are ongoing with a Developer;

Recommendation 11

That the departments involved submit a report on the option to introduce a public car parking policy, to regulate activities better at key pressure points in East Renfrewshire;

- Agreed
 - A brief has been prepared and external consultants are to be commissioned. Part of this work will include a survey to assess traffic and parking patterns across the Council area. Due to current Covid-19 restrictions on non-essential workers returning to offices this work has been delayed until normal travel patterns have resumed.

Recommendation 12

That the Chair of the Audit and Scrutiny Committee extends an invitation to meet the Chair of the Performance and Audit Committee of the Health and Social Care Partnership, to share information and discuss good practices arising from the review.

- Agreed
 - A meeting will be arranged in due course once these recommendations have been considered, and if approved, by Cabinet.



EAST RENFREWSHIRE COUNCIL

INCOME GENERATION AND COMMERCIALISATION

INVESTIGATION BY THE AUDIT AND SCRUTINY COMMITTEE

FINAL DRAFT

Date: 31 October 2019

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FOREWORD

The principal purpose which underpinned the drive from the members of the Audit and Scrutiny Committee to undertake a review of income generation and commercialisation, was how the committee could help East Renfrewshire Council meet the serious financial challenges it faces now and in the future, and how these could be mitigated.

Successful outcomes from this investigation will help the Council to deliver on the strategic priority areas of the Community Plan and the Council's corporate plan 'Vision for the Future'. Clearly, there are other benefits which can be derived from the investigation under the Council's general approach to delivering Best Value, and these are described in more detail in the following sections.

During the discussions which we undertook with the Council's departments and services, some common themes were evident. It was clear that a culture of commercial awareness was emerging, and that departments were starting to collaborate more with each other on generating income. Closer working was also taking place with other organisations which, for example, could provide advice or training on commercialisation, such as the Association of Public Sector Excellence (APSE). All of the departments were planning ahead to extend their reach on income generation activities, and recovery of costs.

A word of caution however. This is only the start of the process for East Renfrewshire Council and the good work already put in place should be continued and developed. We feel that the culture of commercialisation should be expanded more widely across all departments, and the skills and knowledge of existing employees with experience in commercialisation should be used for the benefit of the Council. This base of commercial expertise should be enhanced through the Council's recruitment process by including commercialisation requirements for certain key posts. The committee were pleased to note that this process had already commenced in some areas for example in relation to property asset management.

One of the key recommendations from the investigation is that the Council considers developing a policy on income generation and commercialisation to better coordinate activities, and to maximise opportunities for success.

In the course of the investigation, the committee were very impressed with the level of commitment which the departments showed, and we thank the teams which we met, and their management too, for contributing to the committee's work. My gratitude is also extended to the members of the committee for their support throughout this process.

Finally, on behalf of the committee members, I commend this report and its recommendations to you.

Councillor Stewart Miller
Chair of Audit and Scrutiny Committee
31 October 2019

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EXECUTIVE SUMMARY

1. The Audit and Scrutiny Committee has undertaken its first full investigation since 2016, in compliance with a recommendation from the Best Value Assurance Report of East Renfrewshire Council by Audit Scotland in November 2017.
2. Positive measures are underway across the Council's departments to develop a culture of commercialisation, building upon current income generation activities, and planning of new areas for implementation. These approaches are commended and should be continued as part of planned actions.
3. Cross-departmental working on income generation initiatives is evident, for example in the staging of major events, and liaison with external bodies for advice and training purposes regarding commercialisation. These initiatives should be supported and encouraged.
4. Further work is required to develop commercialisation skills and experience 'in-house'. This should include various measures, including targeted recruitment practices, evidence of which is already underway for example in property asset management.
5. Strong leadership from senior management in encouraging income generation and commercialisation initiatives is welcomed, and should be continued.
6. The recommendations for actions on discrete areas of income generation and financial management are listed in the Appendix 1 to this report, and are wide-ranging. The over-arching recommendation is to establish a new policy for East Renfrewshire Council on income generation and commercialisation, which would involve:
 - creating action plans, and setting of income/savings targets;
 - developing the existing culture of commercialisation within the Council, including training for employees and Elected Members;
 - formation of a cross-departmental team with commercial expertise;
 - including commercialisation skills and experience in the person specification for specific posts which are advertised;
 - continuing participation in commercialisation workshops e.g. through the Association of Public Sector Excellence (APSE);
 - structured information sharing between departments, and greater collaboration with other councils; and
 - including a requirement for all departments of the Council to discuss their commercialisation plans with Legal Services for advice, prior to entering into discussions with third parties.

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1. INTRODUCTION

1. On 20 June 2019, the Audit and Scrutiny Committee decided that a detailed review should be progressed on income generation and commercialisation opportunities within East Renfrewshire Council. The investigation was carried out from July to October 2019. The decision to select this topic area originated from a suggestion made by the Chair, and was discussed initially at an informal meeting of the committee held on 31 May 2019, along with a draft *Guide to Scrutiny and Review*, and a range of potential areas for scrutiny and review investigations.

2. This review area has the potential to generate new income streams and develop innovative solutions to address the Council's financial challenges. This may assist the Council in contributing towards its savings targets. Additional potential benefits include: financial planning now and for the future; demonstrating financial responsibility to the East Renfrewshire community; delivering Best Value; sustaining or improving service levels for local citizens and customers; developing stronger links with businesses and organisations; developing collaborative links with other Councils; and self-awareness of where the Council is positioned, in terms of benchmarking information.

3. Further informal meetings between the committee and the Council's departments took place during August and September to discuss plans for income generation and commercialisation. This allowed the committee to ask questions, and take a considerable amount of evidence. A final informal meeting was held on 8 October to allow provisional views to be formed on the options, and to allow the committee to decide the recommendations it wished to make. Fuller details of these meetings are provided in the following sections.

4. Progress reports on the investigation were submitted to the scheduled meetings of the committee held on 15 August and 26 September, with the final draft of the report on the investigation considered on 21 November 2019. The final report includes terms of reference, methods used, findings, and recommendations for further consideration by the Cabinet. An open dialogue was maintained with members of the committee which allowed them to contribute their views, ask questions, and participate actively throughout the investigation.

5. It is worthwhile noting some contextual background to the investigation. The Best Value Assurance Report for East Renfrewshire Council (Audit Scotland: November 2017), included a recommendation that Elected Members should take a more transparent and active role in scrutiny. Following the appointment of a Scrutiny and Evaluation Officer in April 2019, to assist the Audit and Scrutiny Committee, a *Guide to Scrutiny and Review* in East Renfrewshire Council was considered by the committee on 20 June 2019, and subsequently approved by the Council on 26 June 2019.

6. The new *Guide* includes advice on scrutiny, review and evaluation which is now available to all committees and Elected Members for their use. Future reviews will be assessed using selection and rejection criteria, and prioritised using the ratings for reviews which were agreed by the committee on 15 August:

Priority 1: High (A review is required: work to be scheduled to commence following completion of latest review on list);

Priority 2: Medium (A review is required: timing of commencement of work to be considered to achieve optimum outcomes); and

Priority 3: Low (Area suitable for a review, although not in the immediate future: however, area to remain under observation).

2. SCOPE OF INVESTIGATION

7. The Audit and Scrutiny Committee on 20 June 2019, agreed that a detailed review be progressed on income generation and commercialisation, in relation to which the following objectives would be pursued:-

- (i) gathering background information on current practices within other local authorities in Scotland and England, including lessons learned;
- (ii) reviewing benchmarking information available, to identify service charges in other local authority areas not currently in place in East Renfrewshire Council;
- (iii) considering ethical, risk, reputation management and legal issues associated with selling advertising space;
- (iv) exploring potential to pursue commercialisation opportunities in East Renfrewshire including identifying any potential restrictions and barriers; and
- (v) reviewing audit reports available on the area of review.

8. The questions posed by the committee, when they met the Council's departments, centred on common themes which had been discussed with departments on a preliminary basis in advance, and included:

- how annual savings targets were being met each year;
- the ways in which external income was currently being generated;
- how a culture of commercialisation was being introduced within departments;
- protecting the interests of East Renfrewshire citizens, and the Council's reputation;
- examples of savings, or other benefits gained, for example by working with other - councils, partners, or the business community; and
- which new commercialisation opportunities departments or services intended to introduce.

3. METHODOLOGY

9. The committee decided that a mixed-methods approach should be adopted to undertaking the investigation, to realise the potential for achieving maximum benefits. Arguably the more information sources which were used and reviewed the better equipped members of the committee would be to form a more rounded picture of the issue under scrutiny. This involved the following approaches:

1. Gathering information from other local authorities regarding their income generation activities, both in Scotland and England. This was carried out through meetings, telephone conversations, email correspondence and website searches;
2. Collecting evidence from national organisations of guidance which was available on income generation and commercialisation;
3. Accepting an invitation from Audit Scotland to hold an informal discussion between their representatives and the Chair and Vice Chair of the committee, and the Scrutiny and Evaluation Officer, on 2 July 2019. This involved the sharing of experiences on commercialisation opportunities undertaken by other audited bodies, primarily in England, which was of value to the investigation;

4. Asking the Scrutiny and Evaluation Officer to liaise with East Renfrewshire Council's departments to hold initial discussions on their current income generation activities; to hear about plans which they may have to create new commercial opportunities; and to pass on information gathered from other local authorities about their initiatives and experiences;
5. Arranging for the committee to meet each of the Council's departments to ask questions, and to take evidence; and
6. Inviting the committee membership to contribute suggestions at each stage of the review, and keeping them informed through the issuing of briefing notes and guidance from national organisations.

The following section provides details of the work undertaken, and findings.

4. FINDINGS

Liaison with External Bodies and Background Material

10. One of the first actions undertaken involved the Chair and Vice Chair of the committee and the Scrutiny and Evaluation Officer meeting representatives of Audit Scotland on 2 July 2019 to discuss commercialisation experiences of other audited bodies, primarily in England. Due to pressures arising from the different arrangements for central government funding of councils in England, there had been a greater tendency for some English councils to be less risk-averse than their Scottish counterparts. Examples of commercialisation activities by some English councils included: creating public energy companies; establishing a solar wind farm; and purchasing property such as hotels, shopping centres, supermarkets, and land for mixed-use housing. Reflecting the substantially increased use of the Public Works Loans Board (PWLB) by local authorities in recent months, as the cost of borrowing had fallen to record low levels, HM Treasury on 9 October 2019 increased the cost of borrowing by 1%. This increase will apply to new loans, and has various implications for local authorities, including commercialisation plans which involve borrowing from PWLB to invest in property, in order to provide new income streams. We did not consider all such approaches viable or appropriate for East Renfrewshire Council in any case due to the level of risk involved.

11. Discussions have been taking place for some time between senior officers of East Renfrewshire Council, and a range of bodies such as: the Society of local authority chief executives and senior managers (Solace), which provides advice on commercialisation opportunities; APSE which organises commercialisation workshops which the council participates in, and has published a generic business case framework for establishing fees and charges for the Environment Department; the Chartered Institute of Public Finance and Accountancy (CIPFA) which organises workshops on commercialisation with a particular focus on property and asset management; and Price Waterhouse Coopers (PwC) which produced a benchmarking report on charges for services in 2017 which included East Renfrewshire Council. Audit Scotland through its 'how councils works' series, has also produced helpful advice on charging for services. This was all useful information in the context of the review.

12. In May 2018, Audit Scotland produced a report on Arms-length External Organisations (ALEOs), which has particular relevance given that many councils have used this mechanism to run commercial enterprises such as facilities and property management, as the Council did when it established the Culture and Leisure Trust. It reflects that financial advantages which could have been realised previously from using an ALEO, in relation to Non-Domestic Rates (NDR) have changed. For example, NDR relief on leisure trust properties is still available, but

it has been capped at the current level. A web-link was provided for the committee giving access to an Improvement Service publication on 'Income Generation Research' which provided examples of where councils had taken action beyond raising fees and charges, and instead, had taken a commercial approach to delivering services, maximising their assets, or entering into partnerships with other providers.

13. All of the above provided useful background to the investigation.

Briefings

14. Members of the committee were provided with a briefing note from the Scrutiny and Evaluation Officer on 19 August in advance of meeting the Council departments. This included links to advice which was available from national organisations on commercialisation, and examples of potential areas for further investigation, which had been obtained from other councils through meetings; email exchanges, telephone conversations and Internet searches. This provided useful background material for the committee.

15. A second briefing note was issued to the committee on 4 October which summarised the discussions with departments, and provided options for consideration, which assisted the committee with the formulation of recommendations.

Meetings with Council Departments

16. The committee discussed income generation and commercialisation opportunities with the Council departments during August and September, to enable evidence to be taken and the gathering of information:

Informal Meetings of Audit and Scrutiny Committee	Date
Corporate and Community Services	23 August 2019
Chief Executive's Office	26 August 2019
Education Department	9 September 2019
Environment Department	13 September 2019

17. Discussions between representatives of the committee and the departments on existing initiatives, and potential future ones, informed our thoughts, and have been summarised below:

Corporate and Community Services

18. The committee noted the good work which the department was carrying out on the transformation of services; and in reclaiming monies due to the Council from people who were not entitled to single person's council tax discount. The following areas were also discussed and considered in more detail:

- staging of future major events, such as the Playground Festival at Rouken Glen Park in August, which involved collaborative working with other departments;
- the need to consider a new public car parking policy due to pressure points across East Renfrewshire;
- digital telecare system, and the potential to provide care services on behalf of other local authorities or organisations, and to market the associated business development skills around this area;
- the need to recruit employees who have the requisite commercial experience and skills;

- the importance of further participation in external commercialisation groups involving a mix of representatives from other local authorities and organisations; and
- workforce planning in the context of what the committee was looking at.

Chief Executive's Office

19. The committee noted that the Legal Services team provides valuable legal advice and assistance on new commercial opportunities. A council-wide procurement service is also provided under the management of the Chief Officer – Legal and Procurement which is focused on achieving Best Value, with decisions being reached after an options appraisal exercise is carried out. The following areas were discussed and considered in more detail:

- taking a more commercial approach to procurement, to achieve efficiencies/maximise income potential from collaborative framework arrangements, e.g. with Scotland Excel;
- to stimulate the East Renfrewshire local economy by using local suppliers in relation to Council procurement and purchasing activities;
- establishing a requirement for all departments of the Council to discuss their commercialisation plans with Legal Services, for advice, prior to entering into discussions with third parties. It was felt that this requirement could be included in a Council-wide policy on income generation and commercialisation (see Recommendation 1); and
- due to the obligation of Legal Services to look after the Council's interests as its primary client, there were restrictions on the type of income-generating work which can be carried out on behalf of third parties. Options would continue to be looked at for recharging work which is carried out, e.g. on licensing.

Education Department

20. The committee noted that one of the principal objectives of Education Services was to raise attainment levels for all pupils, and introducing charges for services or raising prices could have a detrimental effect on the successful work being carried out. Additional funding which Education receives is often ring-fenced, and is reinvested in schools, such as the Pupil Equity Fund, which gives Headteachers responsibility for choosing how the funding is spent. The following areas were discussed and considered in more detail:

- exploring opportunities from links between schools and the business community and other partners, in relation to training; assistance with technology, and other benefits for young persons;
- the expected financial impact of reduced levels of income from the Wraparound care service, during and following the transition to the provision of 1140 hours of free early years provision;
- the option to generate income from selling spare capacity on the school transport privilege place scheme which would not be explored further, due to the potential financial risks involved in supplying larger capacity buses; and
- the option to extend the supported study service, in addition to provisions which are already in place such as Easter Schools which would not be explored further, due to potential for widening the attainment gap between pupils from disadvantaged areas and those from more affluent ones on the basis of ability to pay.

Environment Department

21. In the same way that the committee welcomed the way in which other departments were willing to consider income generation and commercialisation initiatives, the approach which the Environment Department was undertaking at a strategic level on income generation was also supported. This included: the encouragement of cultural change; engagement with the APSE commercialisation working group in Scotland; the establishment of an income generation/commercialisation internal group; and the creation of a commercialisation action plan with income targets. The following areas were discussed and considered in more detail:

- commercial awareness training, to be open to Elected Members and officers;
- cross-departmental working, e.g. staging of major events;
- advertising opportunities;
- renewable energy options, including biogas;
- options for trade waste; waste transfer station; fleet services; grounds maintenance in new housing developments; burials; grazing lets; rental of storage units; purchase of new commercial units;
- potential introduction of a new public car parking policy to address pressure points across East Renfrewshire;
- asset management, including the appointment of a Corporate Landlord Manager which has a commercial focus; and
- garden waste collection options.

5. CONCLUSION

22. This review area has the potential to generate new income streams, which may assist the Council in its savings targets. New income streams will help the council to meet its community plan objectives, and deliver the Council strategy 'Vision for the Future'.

23. An informal meeting of the committee was held on 8 October 2019, at which the information gathered and evidence taken from the meetings with departments was discussed, allowing the committee to form provisional views on various options. All members of the committee were given the opportunity to submit their comments either in advance or at the meeting.

24. One of the committee's key proposals is to develop an East Renfrewshire Council policy on income generation and commercialisation. Such a policy could be supported by a cross-departmental team (with commercialisation skills and experience), to implement the key recommendations of the policy, and any associated action plan with income targets. This approach is already in operation successfully within the Environment Department, and is commonly used effectively by other councils often as part of a transformation policy, which gives increased focus to the whole activity of income generation and commercialisation (see Recommendations 1 & 2).

25. The committee supports plans for developing a programme of staging major events, following the commercial success of the Playground Festival at Rouken Glen Park in August 2019 (see Recommendation 3). The proposed new digital telecare system offers income generation opportunities through joint working with other councils and care providers (see Recommendation 4.). Regarding procurement, the committee would like to see further efficiencies (such as through better value for money and greater financial returns) being realised from framework contracts. Members of the committee were keen to stimulate the local East Renfrewshire economy. In keeping with this it was their view that procurement and purchasing should involve local companies as much as possible, within the provisions of the Council's contract standing orders, to help the economy of East Renfrewshire (see Recommendations 5 & 6).

26. Partnership working is taking place between schools, the business community and further/higher education sector to provide training opportunities and work experience for young persons, and should be developed further (see Recommendation 7). The committee heard that the associated benefits tended to be in kind, rather than income being generated, but we considered that beneficial none the less.

27. The Council receives a significant amount of income from its Wraparound care service at present. The financial implications of reduced levels of income from that service should be monitored closely, during and following the introduction of 1140 hours free early learning and childcare by August 2020 (see Recommendation 8).

28. Income generation opportunities at roundabouts, Council vehicles etc. should be kept under review (see Recommendation 9) as it is not as financially attractive to pursue this as it might appear, principally because there are overheads (e.g. staff costs) associated with pursuing this. However, the Environment Department is working on a range of current and proposed commercialisation ventures, which offer real potential to generate new income. The committee supports this approach and looks forward to monitoring progress on these (see Recommendation 10). On one specific issue, the committee was aware of car parking pressure points at various locations in East Renfrewshire, and have called for a report from the departments involved, to propose a way forward to better regulate activities (see Recommendation 11).

29. As a matter of good practice and information sharing between partner organisations, it is proposed that the Chair of the committee extends an invitation to meet the Chair of the Performance and Audit Committee of the Health and Social Care Partnership to discuss the results of the investigation (see Recommendation 12).

30. During the course of the investigation, a high degree of cooperation was experienced with external organisations, other councils, and internally too across East Renfrewshire Council. The committee welcomed this.

31. It was agreed that a final report would be prepared for the committee to consider at the meeting to be held on 21 November. This summarises the work of the investigation, and provides recommendations based upon the views of members, one of which will be that the recommendations are considered at a future meeting of the Cabinet. It is also proposed that an update report be considered at a future meeting of the Audit and Scrutiny Committee on the implementation of those recommendations approved by the Cabinet.

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RECOMMENDATIONS

It is recommended that the Cabinet considers the following recommendations:

1. That the Council establish a new policy on commercialisation, to include:
 - creating action plans, and setting of income/savings targets;
 - developing the existing culture of commercialisation within the council, including training for employees and Elected Members;
 - formation of a cross-departmental team with commercial expertise;
 - including commercialisation skills and experience in the person specification for specific posts which are advertised;
 - continued participation in commercialisation workshops e.g. through the Association of Public Sector Excellence (APSE);
 - structured information sharing between departments, and greater collaboration with other councils; and
 - requiring all departments of the council to discuss their commercialisation plans with Legal Services for advice, prior to entering into discussions with third parties.
2. To invite representatives of other councils, with successfully developed approaches to commercialisation, to address a joint grouping of East Renfrewshire Council Members and officers;
3. That the Council develop further a programme of staging major events to be held at various venues in East Renfrewshire, building on the commercial success of the Playground Festival held in Rouken Glen Park in August 2019. (Advance planning of future events should focus strongly on community consultation, reinstatement of facilities, liaison with other agencies, and lessons learned from previous events);
4. To agree, in principle, to investigate options for income generation which might be available from the proposed new digital telecare system, through provision of care services on behalf of other local authorities or organisations, and to market the associated business development skills;
5. To support taking a more commercial approach to procurement, to achieve efficiencies and maximise income potential from the council's collaborative framework arrangements, e.g. with Scotland Excel;
6. To maximise the use of local companies through procurement and purchasing activities to help stimulate the economy of East Renfrewshire, in accordance with the existing provisions which enable this through the Council's contract standing orders;
7. To further develop links between schools, the business community and other partners, to create further opportunities for young persons in relation to training; assistance with technology; and other benefits;
8. To monitor closely, and to receive regular reports, on the financial implications arising from the expected reduction in levels of income from the Wraparound care service. (This will occur during and after the transition from the provision of 600 hours to 1140 hours of free early learning and childcare by August 2020).

9. To keep under review, options to develop income generation opportunities at roundabouts, bus shelters, council vehicles and other locations;
10. To support the ongoing development of proposals (subject to submission of further reports where appropriate) by the Environment Department, to generate new income, or maximise potential from existing arrangements, through some or all of the following:
 - Trade waste and refuse collection;
 - Fleet Services;
 - Undertaking landscaping and grounds maintenance in new housing developments;
 - Leasing of storage units;
 - Potential purchase of new commercial units;
 - Grazing lets;
 - Asset Management and taking a more commercial approach to managing vacant buildings;
 - Renewable energy, including options for developing council-owned or shared partnership arrangements, e.g. creation of a biogas facility;
 - Burial and Related Services; and
 - Annual garden waste collection arrangements.
11. That the departments involved submit a report on the option to introduce a public car parking policy, to regulate activities better at key pressure points in East Renfrewshire; and
12. That the Chair of the Audit and Scrutiny Committee extends an invitation to meet the Chair of the Performance and Audit Committee of the Health and Social Care Partnership, to share information and discuss good practices arising from the review;

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AUDIT AND SCRUTINY COMMITTEE'S RECOMMENDATIONS TO CABINET ON CLIMATE CHANGE

It was recommended that the Cabinet consider the following recommendations:-

1. To raise awareness levels further on the importance of addressing climate change, across all levels within the Council, and the wider East Renfrewshire community, including maximisation of the potential offered by social media, and the Council's new website once it is launched;
2. To support the further promotion of agile working procedures in the Council, including raising awareness through guidance of how employees and departments as a whole, impact upon the Council's carbon footprint, and steps they can take to reduce this;
3. That the Council's strategy on climate change is renewed, setting out the Council's future priorities with clear actions, replacing the former Climate Change Strategy and Sustainability Action Plan, and to include the involvement of children and young people in the development of the new strategy;
4. In relation to oversight, it was noted that the Cabinet and the Convener for Environment have responsibility for climate change and sustainability. Notwithstanding, it is suggested that a cross party Elected Member / Officer working group could be established on climate change to make further recommendations to Cabinet;
5. That the Corporate Management Team should consider how they can best take forward their leadership role in climate change;
6. That an inter-departmental working group be formed on climate change, supported by the change-management team within the Environment Department, and reporting through the Director of Environment to the Corporate Management Team;
7. That the Council considers setting a date by which it should be carbon neutral. The Audit and Scrutiny Committee suggest that 2040 could be an option, on the basis that should the Council achieve milestones earlier than planned on climate change, then consideration could be given to revising this date;
8. That consideration be given to establishing reporting mechanisms to inform the Cabinet on progress being made towards reaching the suggested target date of 2040, subject to baseline figures being agreed for all services, e.g. reductions in paper, printers, vehicle mileage, single-use plastics, to enable better information gathering on the Council's climate change performance;
9. That a full-time post of climate change coordinator is created with Council-wide responsibility, as a matter of urgency, and based within the Environment Department, subject to further discussion on the resource implications;
10. That the Council's departments give further consideration to the capacity which they have to coordinate climate change activities, especially due to the need for greater inter-departmental working and the likelihood of greater project-based work, through the joint working arrangements proposed at Recommendation 6 above.

11. To invite the appropriate bodies to consider inclusion of the following wording on the capital projects appraisal form:

'Please outline any positive or negative effects for sustainability which the project will have once completed. In terms of carbon reduction for example, impacts could include use of renewable energy sources, reduced energy/fuel consumption, increasing recycling and reduced need for people to travel by private car. In terms of the environment, benefits could include the provision of sustainable drainage, tree-planting, habitat creation and reduced use of plastics.'
12. That the Council's Corporate Report Format Guidance is re-issued to all departments, with a request that sustainability and climate change implications are given greater prominence and wider consideration. Further criteria on sustainability and climate change should be developed, led by the Council's renewed climate change strategy, to assist authors in the preparation of reports;
13. To agree that a Council policy is developed, with input and support from the trade unions, on the usage and deployment of single-use plastics throughout the authority, to minimise and eventually eradicate their use;
14. To agree that consultation and engagement takes place with the East Renfrewshire community to establish what their views and priorities are on climate change, to inform the renewal of the Council's climate change strategy, using existing channels such as the East Renfrewshire Citizens' Panel/East Renfrewshire Youth Voice, and through new channels, e.g. the Council's new website once launched;
15. That the film produced by pupils at the Isobel Mair School and Family Centre on climate change and recycling, should, on the suggestion of a pupil there, be shared via social media links, with other educational establishments in East Renfrewshire;
16. To maximise the potential for achieving further ECO schools status and Green Flag awards across educational establishments in East Renfrewshire, building upon the excellent work already taking place;
17. To investigate the feasibility of reviewing the Council's recent investment of resources in active travel, to assess the impact of more choices for citizens of cycling and walking, and any associated benefits, such as alternative commuting options, increasing access to the countryside, or more generally improving the quality of life of residents.
18. That consideration be given to what further action can be taken, such as thorough revisions to the Local Development Plan, and related planning guidance, to promote sustainability and raise awareness of the authority's expectations regarding new housing developments;
19. That a review be undertaken of our approach to public transport to ensure it is sufficiently sustainable, and tailored to residents' current and future needs;
20. That the opportunity is taken through the re-development plans for Eastwood Leisure Centre complex, to consider the option of introducing a district (i.e. linked) heating system for the public buildings located within Eastwood Park;
21. That the implications should be assessed of plans to replace gas boilers with low carbon heating after 2025, for new homes;

22. To continue the programme of improvements already underway to the Council's housing stock and other public buildings, to improve energy efficiency and reduce carbon emissions through the use of innovative new technologies in relation to lighting, heating, and infrastructure;
23. To continue working with partner organisations and other agencies to ensure the preservation and protection of peatlands in East Renfrewshire, including the exploration of new funding opportunities, to ensure that the huge potential of peat to absorb CO₂ is maintained and increased where possible;
24. To protect the environment, and to help the Council reach its suggested objective of reaching carbon neutrality by 2040, a headline project for the new climate change strategy could be considered e.g. a tree being planted for every resident in East Renfrewshire (approx. 95,000).

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EAST RENFREWSHIRE COUNCILCABINET13 August 2020Report by Director of EnvironmentCLIMATE CHANGE STRATEGY AND ACTION PLAN**PURPOSE OF REPORT**

1. The purpose of this report is to outline a proposed approach for the development of a Climate Change Strategy and Action Plan particularly in view of the recommendations from the Audit and Scrutiny Committee.

RECOMMENDATIONS

2. It is recommended that the Cabinet;
- a) approves the proposed comprehensive approach to the development of a new Climate Change Strategy and Action Plan;
 - b) supports the ambition for the Council to be 'carbon neutral' by 2040 (as a minimum target);and
 - c) approves the proposal to establish a cross party member/officer working group to progress the Climate Change Strategy and Action plan.

BACKGROUND

3. In April 2019 the Scottish Government became the first country in the UK to declare a climate emergency. The UK Government followed suit by declaring a climate emergency in May 2019, with over 60% of UK local authorities declaring a climate emergency by January 2020.

4. There is no single definition of what a 'climate emergency' means but most responses have included target setting around becoming carbon neutral and/or achieving reductions in other greenhouse gas emissions.

5. The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019, sets legally-binding targets to reduce Scotland's emissions of all greenhouse gases to net-zero by 2045 at the latest, with interim targets for reduction of at least 56% by 2020, 75% by 2030 and 90% by 2040. There are 7 greenhouse gases. These are carbon dioxide, methane, nitrous oxide, and the four F-gases (hydrofluorocarbons- HFCs, perfluorocarbons – PFCs, sulphur hexafluoride- SF₆ and nitrogen trifluoride- NF₃).

6. However, carbon dioxide emissions are to be net-zero by 2040. Progress towards these targets will be measured against

- 1990 baseline levels of carbon dioxide, methane and nitrous oxide; and
- 1995 baseline levels of hydrofluorocarbons, perfluorocarbons, sulphur hexafluoride and nitrogen trifluoride

7. The Council has a current statutory requirement to report its climate change impact from key activities to the Scottish Government on an annual basis. This is presently achieved by measuring the tonnes of carbon dioxide emissions equivalent (tCO_{2e}) from Council buildings, fleet and waste. The most recent reporting period detailed in the Council's *Climate Change Report 2018/19* (a separate item on this agenda) shows that good progress is being made in terms of reduced emissions.

8. The Scottish Government plans to bring forward secondary legislation that will alter the details of the existing public sector climate change reporting duties outlined above. It is possible there will be a requirement on councils to state the year by which they will cease to emit any direct greenhouse gases and their targets for reducing indirect emissions (i.e. those arising from procured goods and services). They may also be required to report on how they will align their spending plans with targets and to make their report publicly accessible. However, further details of any specific guidance/proposals is awaited from the Scottish Government.

9. East Renfrewshire Council's Environmental Sustainability Strategy and Action Plan expired in 2018. Much of its content is now outdated and has been superseded by changes in legislation, current thinking and good practice.

10. Initial considerations indicate that the Council's current activities and practices will not achieve the Scottish Government's target to be carbon neutral by 2040 or achieve net-zero for all greenhouse gas emissions by 2045.

11. Given the developing prominence of the entire climate change issue, the Audit & Scrutiny Committee undertook a comprehensive investigation into Council activity in this area in late 2019. The Audit and Scrutiny Committee report (which is a separate item on this Cabinet agenda), made twenty-four recommendations which were approved by the Audit and Scrutiny Committee on 12 March 2020 for consideration by the Cabinet. Of key importance are the recommendations in relation to;

- creating a full-time post of climate change coordinator based within the environment Department.
- renewing the previous Environmental Sustainability Strategy with a new Climate Change Strategy and Action Plan,
- setting an initial target for the Council to become carbon neutral by 2040 (including establishing interim targets),
- ensuring that climate change impacts/sustainability implications are given greater prominence in all council business including coverage in corporate reports and capital appraisals.
- The establishment of a cross party Elected Member/Officer climate change working group

REPORT

12. There is no specific statutory requirement for the Council to prepare a Climate Change Strategy/Action Plan.

13. However, taking all of the background information into account along with those recommendations from the Audit and Scrutiny Committee which are approved by the Cabinet today it is proposed to develop a Council Climate Change Strategy and Action Plan.

14. The Climate Change Strategy and Action Plan will seek to incorporate those Audit & Scrutiny Committee recommendations approved by the Cabinet at its meeting today, including setting a date for the Council to be carbon neutral which will require tougher Council targets to be set.

15. Achieving Carbon neutral/ net zero alone means that we will have to take action to remove as much carbon dioxide from the atmosphere as we put into it.

16. It is proposed that the strategy will initially focus on 3 key action areas:

- Carbon reduction measures- for example taking action to reduce the volume of carbon we produce from transport, the built environment, waste, consumption and the types of energy we use.
- Carbon off-setting measures- for example using nature to take carbon from the atmosphere and store it, e.g. extensive tree-planting and diversifying amenity grass areas to meadows and woodlands and protection of areas that are highly effective in terms of carbon capture such as peatlands.
- Adaptation measures- for example taking necessary action to protect our communities against how warmer and wetter weather patterns will impact their local environment, e.g. protecting local properties from flood events.

17. As a Council, some practical examples of actions that we can take to help deliver on the carbon reduction target could include:

- Better energy management.
- Reduction of our property assets (operational buildings make significant contributions to carbon emissions);
- Reduction in business and commuter travel mileage through increased use of digital technology and agile and home-working; and
- Consideration of innovative approaches to fleet management e.g. electric and hydrogen power solutions to eliminate carbon emissions.
- Increased tree planting.

18. The strategy and action plan will

- build on existing activity and good practice and clearly state the Council's ambition and commitment. Progress will require significant and disruptive changes to Council operations, along with clear behavioural change within our communities and businesses. In some cases, additional costs may be involved to implement new technologies and projects.
- consider changes to current practices and service provision to take account of a changing climate. For example, most expert predictions suggest that in future we will have milder but wetter winters, along with hotter and drier summers. This has implications for the Council in terms of managing increased incidences of flooding, disruption to public transport, impact on food production, wildlife and people's health.

- include consultation with all key services, customers that use them and residents more widely including young people.

19. Furthermore, the Covid-19 crisis has shown that there is an opportunity for environmental regeneration, with significant air quality improvements already being experienced both globally and locally through the reduction in carbon emissions. There is a growing impetus to promote a 'green recovery' i.e. we recover the economy from the COVID-19 recession in a sustainable manner which retains some of the unintended but environmentally beneficial consequences of the crisis. The strategy and action plan will address this issue i.e. balancing environmental, social and economic needs.

20. The starting point/foundation of the new strategy and action plan will be to define as quickly as possible a clear baseline of what needs to be measured, how it is measured and state clearly specific actions required to meet the target of carbon neutrality by 2040 (as a minimum but possibly earlier) and also the wider target of 2045 for the other six greenhouse gases.

21. It is proposed that a cross-party elected member/officer working group helps shape the development of the strategy and action plan in conjunction with the community.

22. For example, the cross-departmental/cross party working group could be tasked with engaging with respective departments and the wider community in the early stages to make sure that there is a broad consensus on how to progress the agenda. Consultation could extend to highlighting progress being made and what benefits are being realised. Digital technologies could allow us to display real-time air quality measurements around our schools and on local high streets and/or or display our progress towards net-zero carbon emissions

Progress

23. Despite delays caused by the coronavirus issue groundwork for a new approach to a climate change strategy and action plan development has started.

24. Carbon measurement is a technical specialism and as such, the Environment Department has, through a successful application for Scottish Government funding, engaged consultant expertise with regard to the development of a Local Heat & Energy Efficiency Strategy. This will look at ways that energy efficiency measures can be implemented across the Council area (public and private sectors) and reduce fuel poverty.

25. While this will only consider emissions from the built environment, it will be a vital foundation block of the Climate Change Strategy and Action Plan. Work is also underway to provide baseline and monitoring emissions indicator figures and advise the pathway to a low carbon future, providing as far as possible costs and measurable benefits against any actions.

26. A dedicated Climate Change Officer has been recruited already to support strategy development, researching innovative practices and technologies and coordinating preparation and delivery of the action plan as soon as possible. In addition, restructuring has taken place within the Environment Department to facilitate the delivery of the climate change strategy and action plan. The Department is therefore well placed to make quick progress on the key issues.

FINANCE AND EFFICIENCY

27. There are no financial implications associated with this report at this point in time. However, the action plan that will arise from the strategy is likely to have cost implications. In some cases, capital investment may be required but may also result in revenue cost savings, e.g. reduced energy costs as a result of energy efficient heating and lighting initiatives. The Council's Capital Investment Strategy will in due course set out the investment needed to meet the requirements of the new action plan as it is developed.

28. External funding opportunities to support existing and potential work-streams, e.g. increased active travel and cleaner transportation will continue to be maximised.

CONSULTATION

29. Consultation will form a key activity in the development of the strategy and action plan. A recent Citizens' Panel Survey had a focus on climate change and its findings will be used to shape the strategy and action plan. A summary of the key findings is attached (Appendix 1). The link to the full document is here ([link](#)).

PARTNERSHIP WORKING

30. The Council will work closely with subject matter experts from a range of organisations to make sure that the Council's approach is aligned to national policy and best practice. It is important that existing relationships with key partners and organisations such as Climate Ready Clyde (CRC), Sustainable Scotland Network (SSN), Sustrans, Zero Waste Scotland (ZWS), and many others are strengthened.

IMPLICATIONS OF THE PROPOSALS

31. There are no staffing, IT, legal, equality or financial implications directly associated with this report at this point in time.

CONCLUSIONS

32. An opportunity currently exists to provide an ambitious strategic approach to renewal of the previous Environmental Sustainability Strategy 2015-18, which will allow the Council to align activities with the national policy agenda on climate change and meet likely future requirements around carbon and greenhouse gas emission reporting.

33. The new strategy will establish baseline carbon emissions (and other greenhouse gas emissions) and set a target to achieve carbon neutrality no later than 2040, including ambitious interim targets.

34. The Council will lead by example and has a role to play in direct action and influencing behavioural change amongst its employees, local residents and businesses. Positive, disruptive change will be required in areas such as transport, the built environment, waste and consumption and how we generate energy, along with a focus on activities that will off-set our carbon emissions and plan for unavoidable climate change impacts.

RECOMMENDATIONS

35. It is recommended that the Cabinet;
- a) approves the proposed comprehensive approach to the development of a new Climate Change Strategy and Action Plan;
 - b) supports the ambition for the Council to be 'carbon neutral' by 2040 (as a minimum target); and
 - c) approves the proposal to establish a cross party member/officer working group to progress the Climate Change Strategy and Action plan

Director of Environment

Further information can be obtained from Andrew Cahill Director of Environment or Phil Daws
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July 2020

Briefing note – Citizens' Panel Climate Change Survey
28 July 2020

Introduction

We sought the views of the Citizens' Panel on Climate Change during February to May 2020. The findings of the study are attached and the technical report can be provided if required. The response rate was 60%, particularly strong considering the current challenges of COVID-19.

It is a timeous report as the findings will be used to inform the early stages of the development of the Council's Climate Change Strategy and as part of renewal planning, services are looking to learn from the some of the environmental positives as a result of the pandemic around for example reduced car usage.

Key Findings

Some key findings include:

- Most respondents think climate change is an immediate and urgent problem and that the Council should lead by example by taking action.
- Top priorities include reducing the Council's own use of energy/natural resources, raising awareness around climate changes and providing integrated sustainable transport solutions
- The majority feel that East Renfrewshire lacks the infrastructure for more journeys to be made by active travel (walking & cycling) and support more protected cycle ways, with strongest support amongst two Locality Planning Area wards which include Auchenback, Neilston and Thornliebank
- A minority viewed public transport as a viable option, however respondents living in the more deprived areas of East Renfrewshire and those living in rented accommodation were more likely to view public transport as a feasible option for their journeys
- Most would consider an electric or hybrid option if they were looking to replace their car and would support action to move from private cars to more sustainable transport options.
- Views were generally positive on the quality of existing recycling services and around 50% feel they could make more use of kerbside recycling services.
- Three out of four would like to do more to reduce the effects of climate change with financial costs being the most common barrier for residents to make changes, particularly for those living with a disability and those living in the most deprived areas.

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