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Council Building  
2 High Street  
Perth  
PH1 5PH

10 September 2020

A special meeting of the **Audit Committee** will be held virtually on **Wednesday, 16 September 2020 at 10:00.**

If you have any queries please contact Committee Services - [Committee@pkc.gov.uk](mailto:Committee@pkc.gov.uk).

**KAREN REID**  
Chief Executive

***Those attending the meeting are requested to ensure that all notifications are silent on their device and other devices are in silent mode.***

***Please note that the meeting will be broadcast online and recorded. The recording will be publicly available on the Council's website following the meeting.***

**Members:**

Councillor Eric Drysdale (Convener)  
Councillor Stewart Donaldson (Vice-Convener)  
Councillor Harry Coates  
Councillor David Illingworth  
Councillor Roz McCall  
Councillor Xander McDade  
Councillor Mike Williamson



## Audit Committee

Wednesday, 16 September 2020

### AGENDA

**MEMBERS ARE REMINDED OF THEIR OBLIGATION TO DECLARE ANY FINANCIAL OR NON-FINANCIAL INTEREST WHICH THEY MAY HAVE IN ANY ITEM ON THIS AGENDA IN ACCORDANCE WITH THE COUNCILLORS' CODE OF CONDUCT.**

- 1 WELCOME AND APOLOGIES**
- 2 DECLARATIONS OF INTEREST**
- 3 MINUTES**
  - 3(i) MINUTE OF MEETING OF THE AUDIT COMMITTEE OF 5 FEBRUARY FOR APPROVAL** **5 - 10**  
(copy herewith)
  - 3(ii) MINUTE OF SPECIAL MEETING OF THE AUDIT COMMITTEE OF 22 JULY 2020 FOR APPROVAL** **11 - 14**  
(copy herewith)
- 4 DRAFT AUDITED ANNUAL ACCOUNTS 2019/20 AND DRAFT ANNUAL AUDIT REPORT TO THE MEMBERS OF PERTH AND KINROSS COUNCIL AND THE CONTROLLER OF AUDIT FOR THE YEAR ENDED 31 MARCH 2020** **15 - 180**  
Report by Head of Finance (copy herewith 20/162)
- 5 INTERNAL AUDIT UPDATE** **181 - 188**  
Report by Chief Internal Auditor (copy herewith 20/163)
- 6(i) CORPORATE AND DEMOCRATIC SERVICES**
  - 6(i)(a) 19-12 - ALEOS - HORSECROSS** **189 - 206**  
(copy herewith 20/164)
  - 6(i)(b) 19-07 - WORKFORCE PLANNING** **207 - 214**  
(copy herewith 20/165)
- 7 INTERNAL AUDIT STRATEGY AND PLAN 2020/21** **215 - 222**  
Report by Chief Internal Auditor (copy herewith 20/166)
- 8 INTERNAL AUDIT COMMON DEFINITIONS** **223 - 240**  
Report by Chief Internal Auditor (copy herewith 20/167)

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PERTH AND KINROSS COUNCIL  
AUDIT COMMITTEE  
5 FEBRUARY 2020

## AUDIT COMMITTEE

Minute of meeting of the Audit Committee held in the Council Chamber, 2 High Street, Perth on Wednesday 5 February 2020 at 10.00am.

Present: Councillors E Drysdale, S Donaldson, H Coates, D Illingworth, R McCall and M Williamson.

In Attendance: J Clark, S Mackenzie, L Simpson and K Molley (all Corporate and Democratic Services); G Boland (Education and Children's Services); F Crofts, J McCrone, K McNamara, A Seggie and S Welsh (Housing and Environment).

Also In Attendance: M Wilkie and C Windeatt, KPMG

Apology: Councillor X McDade

Councillor E Drysdale, Convener, Presiding.

### 1. WELCOME AND APOLOGIES/SUBSTITUTIONS

The Convener welcomed everyone to the meeting. An apology was noted as above.

### 2. DECLARATIONS OF INTEREST

There were no declarations of interest in terms of the Councillors' Code of Conduct.

### 3. MINUTE

The minute of meeting of the Audit Committee of 20 November 2020 (Arts 584-588) was submitted and approved as a correct record and authorised for signature.

### 4. PERTH AND KINROSS COUNCIL EXTERNAL AUDIT STRATEGY

There was submitted a report by the External Auditor, KPMG (20/35) presenting the external Audit Strategy for 2019/20.

M Wilkie, KPMG, gave a detailed summary of the report.

In response to a question from Councillor Drysdale regarding the work of National Fraud Initiative Arrangements of 2019/20 and what the review will cover, M Wilkie advised that a checklist is provided by Audit Scotland which focuses on governance arrangements. This check list will cover aspects such as who is responsible for fraud throughout the Council, who is responsible for reporting on National Fraud Initiative, how this is considered within the Council at manager and member level and the extent of results which have been identified. M Wilkie added that it is a requirement for responses in the questionnaire to be risk graded, which

PERTH AND KINROSS COUNCIL  
AUDIT COMMITTEE  
5 FEBRUARY 2020

has shown positive results in previous years. This will continue to be reviewed on an annual basis.

In response to a question from Councillor Donaldson regarding community empowerment and the Perth and Kinross Offer, M Wilkie advised that there is a recommendation in the Best Value Assurance report relating to the Perth and Kinross Offer and it will continue to be considered throughout KPMG's Annual Audit report.

In response to a question from Councillor Donaldson regarding the revaluation of properties over a five-year rolling basis, and if all local authorities follow the same procedure, M Wilkie advised that from a local authority perspective, valuing properties on a five-year cycle is common and investment properties are usually valued on an annual basis. There is also a consideration on how the Council focuses on properties that are not revalued. M Wilkie added that from a listed client perspective, it is common to value properties on an annual basis as these properties will have external funding which is secured against the value of assets.

**Resolved:**

The external Audit Strategy for 2019/20, be noted.

**5. INTERNAL AUDIT FOLLOW UP**

There was submitted a report by the Chief Internal Auditor (20/36) presenting a summary of Internal Audit's follow up work relating to actions due for completion in September to November 2019.

In response to question from Councillor Williamson regarding action 16-22 Roads Maintenance Partnership agreement and the need to review procedures as the document is dated in 2005, F Crofts advised that the partnership agreement was approved by Environment and Infrastructure Committee in 2019, so now the procedure around maintaining Best Value in Works is to be progressed and is hoped to be completed in 2020. In relation to action 16-22, Councillor Donaldson asked if the delay in completion date is due to resourcing issues and therefore in turn could create higher risk, F Crofts advised that best value assessments are taken on an ongoing basis regarding procurement and the delays caused have been due to procedural issues.

In response to a question from Councillor Donaldson regarding the School Estate Strategy and when this action would be complete, G Boland said this action is aimed to be completed by May 2020 at the latest but is hoped to be completed by the next Lifelong Learning Committee in March 2020.

**Resolved:**

- (i) The current position in respect of the agreed actions arising from the internal audit work, be noted.
- (ii) The action plans be progressed, taking into account the recorded audit opinions.

## **6. INTERNAL AUDIT UPDATE**

There was submitted a report by the Chief Internal Auditor (20/37) presenting a summary of Internal Audit's work.

In response to a question from Councillor Donaldson regarding the system IDEA and what this covers, J Clark advised that IDEA is a data extraction and analysis tool, utilised by internal audit. Other services are being influenced to use this tool as it compares sets of data and highlights any anomalies such as fraud or other errors.

In response to a question from Councillor Donaldson regarding transformation projects, J Clark advised that the process around transformation is changing and will now be addressed through different workstreams. L Simpson explained that change and improvement activity is now part of the day job and as such it no longer makes sense to be looking at a programme of specific activity in isolation. Instead the Council is looking these projects and initiatives as part of a wider and more holistic investment strategy which will also include capital investment and that officers are currently developing the governance framework to support this which will come to Council in due course.

### **Resolved:**

The completion of assignments since the last Audit Committee on 20 November 2019, be noted.

The Committee considered the following final reports:

### **7 (i) Corporate and Democratic Services**

#### **(a) 19-08 EU Withdrawal**

There was submitted a report by the Chief Internal Auditor (20/38) on an audit to ensure that (1) people and people skills are considered when managing change as UK leaves the EU; (2) the Council is prepared for financial change at withdrawal from EU; (3) the Council is prepared for changes to rules and regulations when the UK leaves the EU; and (4) other relevant factors, such as partnership activity, are taken into account as the UK leaves the EU.

Members shared enthusiasm on the work that had been produced by Internal Audit to ensure that Perth and Kinross Council is prepared for the financial impact of the UK leaving the EU. K McNamara added that services have prepared for a wide range of scenarios based on national guidance.

### **Resolved:**

Internal Audit's findings, as detailed in Report 19/338, be noted.

## **7 (ii) Housing and Environment**

### **(a) 19-05 LEADER**

There was submitted a report by the Chief Internal Auditor (20/39) on an audit to ensure that (1) Regulatory requirements are met by reviewing the systems in place to deliver LEADER as well as the financial processes; and (2) Assess compliance with the SLA conduct a review of a selection of LEADER projects.

In response to a question from Councillor Drysdale regarding the evaluation of risk, J McCrone advised that an annual submission is provided which highlights secure mechanisms are in place such as Financial Management and Audit Reporting. J McCrone added that the LEADER programme is looking at benefits and proposals of this being taken forward through other funding processes.

**Resolved:**

Internal Audit's findings, as detailed in Report 20/39, be noted.

### **(b) 19-09 Recycling Centres**

There was submitted a report by the Chief Internal Auditor (20/40) on an audit to ensure that (1) there are adequate site security controls at recycling centres which accept materials for re-sale; (2) confirm separation and collection controls on materials for re-sale are adequate; and (3) confirm permit checks and personal controls at recycling centres managing re-saleable goods are adequate.

In response to a question from Councillor McCall regarding the strength of internal controls being scored as moderate and if this could be improved, P Garden advised that crime and theft make rates fluctuate and therefore are harder to control.

In response to a question from Councillor Illingworth regarding any changes that have occurred since this report was produced, P Garden advised that additional staff have been recruited to ensure that hazardous materials on recycling sites are removed. Staff training is due to be completed by the end of March 2020.

**Resolved:**

Internal Audit's findings, as detailed in Report 20/40, be noted.



## 8. NATIONAL FRAUD INITIATIVE 2018/19 OUTCOMES

There was submitted a report by Chief Internal Auditor (20/41) outlining the action that has been taken by Perth and Kinross Council in response to the requirements of the National Fraud Initiative 2018/19.

In response to a question from Councillor Williamson regarding national fraud figures, J Clark advised that these figures will be ready by the end of the year and a report will be brought back to Committee.

In response to a question from Councillor Drysdale regarding information of the electoral register for the National Fraud Initiative not being provided and if legal advice should be reviewed, L Simpson advised that reassurance has been sought by legal and data protection officers who have ensured that processes which are currently in place are following correct procedures.

### **Resolved:**

- (i) Action taken by Perth and Kinross Council in response to the requirements of the National Fraud Initiative and the outcomes for the 2018/19 exercise, be noted.
- (ii) Actions taken by Perth and Kinross Council in response to the requirements of the National Fraud Initiative and the outcomes for the 2018/19 exercise, be noted.

**IT WAS AGREED THAT THE PUBLIC AND PRESS SHOULD BE EXCLUDED DURING CONSIDERATION OF THE FOLLOWING ITEMS IN ORDER TO AVOID THE DISCLOSURE OF INFORMATION WHICH IS EXEMPT IN TERMS OF SCHEDULE 7A TO THE LOCAL GOVERNMENT (SCOTLAND) ACT 1973.**

## 9 (i) All Services

### (a) 19-10 Cash

There was submitted a report by Chief Internal Auditor (20/42) on an audit to ensure adequacy of arrangements for the collection of cash and other income throughout the Council.

In response to a question from Councillor McCall regarding the percentage of the public that still use cash, F Crofts advised that this can depend on the specific activity, e.g. season tickets for annual golf memberships. He added that card systems are now being introduced into all premises where technology allows for it.

### **Resolved:**

Internal Audit's findings, as detailed in Report 20/42, be noted.

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PERTH AND KINROSS COUNCIL  
SPECIAL MEETING OF THE AUDIT COMMITTEE  
22 JULY 2020

## AUDIT COMMITTEE

Minute of Special Meeting of the Audit Committee held virtually via Microsoft Teams on Wednesday 22 July 2020 at 09.30am.

Present: Councillors E Drysdale, S Donaldson, H Coates, D Illingworth, R McCall, X McDade and M Williamson.

In Attendance: J Clark, C Flynn, A O'Brien, S Mackenzie, K Molley and S Walker (all Corporate and Democratic Services); J Cockburn (Education and Children's Services); and C France (Housing and Environment).

Also In Attendance: M Wilkie and C Windeatt, KPMG

Councillor E Drysdale, Convener, Presiding.

### 1. WELCOME AND APOLOGIES/SUBSTITUTIONS

The Convener welcomed everyone to the meeting.

### 2. DECLARATIONS OF INTEREST

- (i) Councillor S Donaldson declared a non-financial interest in the relevant business of the meeting in his capacity as a Director of Horsecross Arts Ltd.
- (ii) Councillors E Drysdale and X McDade declared a non-financial interest in Item 5 as Board members of the IJB Board.

### 3. UNAUDITED DRAFT ANNUAL ACCOUNTS 2019/20

There was submitted a report by the Head of Finance (20/118) presenting the Council's Unaudited Annual Accounts for the financial year 2019/20 in accordance with the Local Authority Accounts (Scotland) Regulations 2014.

In response to a question from Councillor S Donaldson, regarding pensions and for Officers to provide assurance as the level of FTSE 100 had dropped by 21%, due to the volatility of markets, S MacKenzie, advised that an evaluation was undertaken on 31 March 2020 which reflected the movement in asset values. He added that an internal review was taken based on nationally published matrix. This is an issue raised every year with External Auditors to seek their advice on the audit process. Evaluations are also compared across different local authorities to see what is working well.

In response to a question from Councillor M Williamson regarding provision for bad debts and if there is a reason for this figure doubling since 2018, S Walker, advised this was due to the considerable amount of work undertaken last year to make sure that individual customer accounts were up to date and therefore more debt was identified that needed to be written off and that's why figures were higher this year. In a supplementary question from Councillor M Williamson on collection of

PERTH AND KINROSS COUNCIL  
SPECIAL MEETING OF THE AUDIT COMMITTEE  
22 JULY 2020

non-domestic rates, S Walker advised that the Council are in an excess of 99% of non-domestic rates collected in year.

In response to a question from Councillor X McDade regarding planning the finance team have done in relation to the transformation of the Perth and Kinross Offer, S MacKenzie advised resources will be influenced by discussions with communities. He added that the Council are currently at an early stage of planning but confirmed that this will have significant implications on the Council's budget. Councillor X McDade added that due to the increasing level of risk this may cause, there will be a greater need for further scrutiny by the Audit Committee on Council finances.

**Resolved:**

It be noted, that the Audit Committee will consider the unsigned Audited Annual Accounts on 16 September 2020.

**4. PERTH AND KINROSS COUNCIL INTERIM MANAGEMENT REPORT AND AUDIT STATUS SUMMARY YEAR ENDING 31 March 2020**

There was submitted a report by the External Auditor, KPMG (20/119) presenting the Perth and Kinross Council Interim Management Report and Audit Status Summary for the year ending 31 March 2020.

M Wilkie, KPMG, gave a detailed summary of the report.

In response to a question from Councillor X McDade regarding the level of staff who have privileged authorisation, C Windeatt, KPMG advised that there is a handful of privileged users. S Walker added that tasks carried out by these users, will automatically generate emails to Senior Members of the Finance team. There is a central log of all tasks created which is maintained and therefore available for inspection. M Wilkie suggested that even though there are strong measures in place to reduce the level of risk, without cost the level of risk will still be present as these super users may be so privileged that they are able to override or modify controls.

In response to a question from Councillor R McCall regarding if the increase in BACS payments would create greater risk due to a move towards a cashless society, S Walker advised in terms of electronic payments, the Finance team have recently invested in a system which will allow BACS payments to be sense checked before payments are made. This also allows for checks to be carried out on bank accounts and duplicate payments. He added that this is an area that checks are being strengthened in.

In response to a question from Councillor S Donaldson regarding procurement and if contracts awarded are published publicly, C Windeatt advised that checks are in place to make sure these contracts are published. The deadline for contracts being published publicly is something that should be considered by Council Officers under reviews of the Audit Plan annually.

Councillor E Drysdale thanked M Wilkie and C Windeatt for their attendance.

PERTH AND KINROSS COUNCIL  
SPECIAL MEETING OF THE AUDIT COMMITTEE  
22 JULY 2020

**Resolved:**

The Interim Management Report and the Audit Status Summary Year Ending 31 March 2020, be noted.

**5. INTERNAL AUDIT UPDATE**

J Clark, Chief Internal Auditor, Perth and Kinross Council, gave up verbal update on the work undergone on Internal Audit Activities undertaken throughout the COVID-19 pandemic and how this has affected planned work for 2020.

COUNCILLOR S DONALDSON TOOK THE ROLE OF CONVENER AT THIS POINT.

In response to a question from Councillor X McDade regarding more information on the reassignment of Internal Audit staff during COVID-19 and assurance around work on the business grant scheme and if advice was still being offered throughout this period, J Clark advised that the work undertaken in relation to COVID-19 business grants was undertaken by the Council's revenue and benefits service. They have had a great deal of experience in managing applications of this nature, knowledge on non-domestic rate systems and have a strong awareness of counter fraud controls.

J Clark added that the work that Internal Auditors have been involved in has been very varied. To ensure that Internal Audit comply with the work in Internal Audit Standards, declarations of Interest are carried out regularly to see if there are any potential impairments in undertaking work. This will continue to be reviewed before work starts again on any planned Internal Audits. Internal Audit have also worked with Services such as Education and Children's Services by giving advice on changing controls and establishing systems in relation to the payment of free school meals and other grants. Regarding non-audit work, the team have also been involved in supporting the COVID-19 risk registrar with Gold Command. There has been involvement with workforce re-tasking, providing advice and assurance to the Work Force Management Unit within the Health and Social Care Partnership.

COUNCILLOR E DRYSDALE RESUMED THE ROLE OF CONVENER AT THIS POINT.

In response to a question from Councillor X McDade regarding Internal Audit's confidence that Horsecross Arts will be able to implement recommendations of the Audit Glasgow review under financial pressures as a result of COVID-19, J Clark advised that a report was due to go to the April Committee which highlighted the work Perth and Kinross Council had done in supporting Horsecross in terms of the action plan as a result of the Audit Glasgow Report. She added that due to recent circumstances, the action plan will need to be revisited in terms of timescales and to see if this plan remains valid. She advised the committee that this is seen as a key risk area and will be taken forward by Internal Audit and other colleagues in 2021.

PERTH AND KINROSS COUNCIL  
SPECIAL MEETING OF THE AUDIT COMMITTEE  
22 JULY 2020

Councillor Drysdale thanked J Clark and her team for the work undertaken and the throughout COVID-19.

**6. INTERNAL AUDIT ANNUAL REPORT 2019/20**

There was submitted a report by the Chief Internal Auditor (20/120) presenting the year-end report and audit opinion of the Chief Internal Auditor for 2019/20.

In response to a question from Councillor X McDade regarding whistle blowing and how long it usually takes to complete an investigation, J Clark advised these investigations vary and it is made sure that each case is dealt with efficiently. She added that even though the case in March has still to be completed, the work on this case is still ongoing and was impacted due to COVID-19. An update will be brought to the next committee.

**Resolved:**

Contents of report 20/120 and the Audit Opinion as detailed in section 7 of Report 20/120, be noted.

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# **PERTH & KINROSS COUNCIL**

## **Audit Committee**

**16 September 2020**

### **DRAFT AUDITED ANNUAL ACCOUNTS 2019/20 AND DRAFT ANNUAL AUDIT REPORT TO THE MEMBERS OF PERTH & KINROSS COUNCIL AND THE CONTROLLER OF AUDIT FOR THE YEAR ENDED 31 MARCH 2020**

**Report by the Head of Finance (Report No. 20/162)**

#### **PURPOSE OF REPORT**

This report presents the Council's Draft Audited Annual Accounts for financial year 2019/20 in accordance with the Local Authority Accounts (Scotland) Regulations 2014 and includes the Draft Annual Audit Report to the Members of Perth & Kinross Council and the Controller of Audit for the Year Ended 31 March 2020.

#### **1. BACKGROUND**

- 1.1. The Unaudited Annual Accounts for 2019/20 were submitted to KPMG, the Council's external auditors on 29 June 2020. In line with legislative requirements, the Audit Committee considered the 2019/20 Unaudited Annual Accounts on 22 July 2020 (Report No. 20/118 refers).
- 1.2. The Annual Accounts are prepared in accordance with the 2019/20 CIPFA Code of Practice on Local Authority Accounting ("the Code").
- 1.3. These accounts also comply with the Local Authority Accounts (Scotland) Regulations 2014 which revoked the Local Authority Accounts (Scotland) Regulations 1985.
- 1.4. The Unaudited Annual Accounts were available for public inspection between 1 July and 21 July 2020 (inclusive). During this period KPMG received no objections to the draft Unaudited Annual Accounts.

#### **2. ANNUAL ACCOUNTS 2019/20**

- 2.1 The audit of the 2019/20 Annual Accounts took place between July and early September 2020. The audit considered not only the financial statements but also areas such as financial performance and corporate governance.
- 2.2 Other than a few presentational adjustments there were no substantive changes to the 2019/20 Unaudited Annual Accounts that were considered by the Audit Committee on 22 July. Importantly there were no changes to the core financial statements within the Annual Accounts.

- 2.3 At this time, the 2019/20 Audited Annual Accounts remain unsigned. Approval of the Accounts at today's meeting will provide authorisation for the Leader of the Council, the Chief Executive and the Head of Finance to sign them. The Draft Audited Accounts (unsigned) are attached to this report at Appendix A.
- 2.4 The Head of Finance will also sign the Letter of Representation included at Appendix B. Once signed, the Accounts and Letter of Representation will be passed to KPMG so that they may issue their opinion in the form of an audit certificate.
- 2.5 All signatures will be provided electronically using a system recognised by Audit Scotland that ensure the signings comply with the legislative requirements.

### **3 Draft Annual Audit Report to the Members of Perth & Kinross Council and the Controller of Audit for the Year Ended 31 March 2020**

- 3.1 The Draft Annual Audit Report to the Members of Perth & Kinross Council and the Controller of Audit for the year ended 31 March 2020 is set out at Appendix C (the Draft Audit Report). The Draft Audit Report sets out KPMG's opinions and conclusions on the overall audit and their findings to be reported under ISA260: Report to those Charged with Governance. The Draft Audit Report also includes the findings in relation to Perth & Kinross Charitable Trusts which were distributed separately to Trustees.
- 3.2 The key messages from the 2019/20 audit are set out in the Audit Conclusions on page 5 of Appendix C and are summarised as follows:

#### **Audit Opinion**

- KPMG expect to issue an unqualified opinion on the truth and fairness of the state of the Council's affairs as at 31 March 2020.

#### **Financial Reporting Framework, Legislation and Other Reporting Requirements**

- The Annual Accounts have been prepared in accordance with the relevant accounting standards and legislation.

#### **Annual Accounts Preparation and Audit Readiness**

- The Accounts were provided to KPMG on 29 June 2019. The Council's finance team continued to perform well in its delivery of high-quality annual accounts, particularly considering the operational impact of Covid-19

#### **Statutory Reports**

- There are no circumstances to notify the Controller of Audit that indicate a statutory report may be required



## Other Communications

- There were no significant difficulties during the audit. There were no other significant matters that were discussed, or subject to correspondence with management that have not been included in the report.

## Audit Misstatements

- No audit misstatements were identified.

## Written Representations

- The letter of representation does not include any additional representations to those that are standard as part of the audit.

- 3.3 KPMG also recognised the contribution of officers from across the Council in the delivery of the Annual Accounts during these exceptional times with no misstatements in line with normal timeframes as a “significant achievement”.
- 3.4 It is anticipated that the final 2019/20 Annual Audit Report to the Members of Perth & Kinross Council and the Controller of Audit for the year ended 31 March 2020 will be issued by KPMG following completion of the final accounts process. It is anticipated that the final Report and the signed Audited Annual Accounts for 2019/20 will be considered by the Council on 7 October 2020.

## 4. CONCLUSION AND RECOMMENDATIONS

- 4.1 KPMG’s findings on the 2019/20 Audit are set out in the Draft Annual Audit Report to the Members of Perth & Kinross Council and the Controller of Audit for the year ended 31 March 2020 which is attached Appendix C to this report.
- 4.2 It is recommended that the Committee:
- i. Note the contents of KPMG’s Draft Annual Audit Report to the Members of Perth & Kinross Council and the Controller of Audit for the year ended 31 March 2020.
  - ii. Approve the 2019/20 Audited Annual Accounts and authorise the Leader of the Council, the Chief Executive and the Head of Finance to sign them and also authorise the Head of Finance to sign the Letter of Representation.

## Author(s)

Name	Designation	Contact Details
Scott Walker	Chief Accountant	<a href="mailto:chfinance@pkc.gov.uk">chfinance@pkc.gov.uk</a>
Alison O’Brien	Corporate Accounting Manager	

**Approved**

<b>Name</b>	<b>Designation</b>	<b>Date</b>
Stewart Mackenzie	Head of Finance	9 September 2020
Karen Donaldson	Interim Chief Operating Officer	

## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

<b>Strategic Implications</b>	<b>Yes / None</b>
Community Plan / Single Outcome Agreement	None
Corporate Plan	Yes
<b>Resource Implications</b>	
Financial	Yes
Workforce	Yes
Asset Management (land, property, IST)	Yes
<b>Assessments</b>	
Equality Impact Assessment	Yes
Strategic Environmental Assessment	Yes
Sustainability (community, economic, environmental)	Yes
Legal and Governance	None
Risk	None
<b>Consultation</b>	
Internal	Yes
External	None
<b>Communication</b>	
Communications Plan	None

### 1. Strategic Implications

#### 1.1. Corporate Plan

1.1.1. The Council's Corporate Plan 2018 – 2023 lays out five outcome focussed strategic objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. They are as follows:

- (i) Giving every child the best start in life;
- (ii) Developing educated, responsible and informed citizens;
- (iii) Promoting a prosperous, inclusive and sustainable economy;
- (iv) Supporting people to lead independent, healthy and active lives; and
- (v) Creating a safe and sustainable place for future generations.

1.1.2 This report relates to all of these objectives.

### 2. Resource Implications

#### 2.1. Financial

2.1.1. There are no direct financial implications arising from this report other than those reported within the body of the main report.

#### 2.2. Workforce

2.2.1. There are no direct workforce implications arising from this report other than those reported within the body of the main report.

### 2.3. Asset Management (land, property, IT)

- 2.3.1. There are no direct asset management implications arising from this report other than those reported within the body of the main report.

## 3. **Assessments**

### 3.1. Equality Impact Assessment

- 3.1.1. Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.
- 3.1.2. The information contained within this report has been considered under the Corporate Equalities Impact Assessment process (EqIA) and has been assessed as **not relevant** for the purposes of EqIA.

### 3.2 Strategic Environmental Assessment

- 3.2.1 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.
- 3.2.2 The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

### 3.3 Sustainability

- 3.3.1 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. In terms of the Climate Change Act, the Council has a general duty to demonstrate its commitment to sustainability and the community, environmental and economic impacts of its actions.
- 3.3.2 The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

## 4. **Consultation**

### 4.1 Internal

- 4.1.1 The Chief Executive and all Executive Directors have been consulted in the preparation of this report.

## **2. BACKGROUND PAPERS**

- 2.1 No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

## **3. APPENDICES**

Appendix A – 2019/20 Audited Annual Accounts (unsigned)

Appendix B – Draft letter of representation (unsigned)

Appendix C – Draft Annual Audit Report to the Members of Perth & Kinross Council and the Controller of Audit for the year ended 31 March 2020





# **PERTH & KINROSS COUNCIL**

## **ANNUAL ACCOUNTS**

**2019/20**

**AUDITED**

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## MANAGEMENT COMMENTARY

### 1. Introduction

This publication contains the financial statements of Perth & Kinross Council and its group for the year ended 31 March 2020.

This management commentary outlines the key messages in relation to financial planning and performance for the year 2019/20 and how this has supported delivery of the Council's strategic objectives. This commentary also looks forward, outlining the future financial plans for the organisation and the challenges and risks which it will face as it strives to meet the needs of the people of Perth and Kinross.

A glossary of terms is set out from page 101.

### 2. Our Vision and Strategic Objectives

The Council is situated in a central location in Scotland. It covers a geographical area of around 5,286 km<sup>2</sup> and has an estimated population of 151,950. Over the 10 years (2008-2018), the area has experienced a 5.7% increase in its population. During the same time period the Scottish population experienced an increase of 4.5%. The latest population projections over the next 10 years show a 1% increase compared to 1.8% across Scotland.

The Council's vision is to *create a confident, ambitious and fairer Perth and Kinross, for all those who live and work here*. Through its five strategic objectives, set out within the Community Plan (Local Outcomes Improvement Plan) 2017-27 and Corporate Plan 2018-2022, the Council aims to maximise the opportunities available to our citizens to achieve their potential. At the heart of the vision is a desire to see investment in early intervention and prevention focused on building success and reducing the costs of failure.

The five Strategic Objectives which support the delivery of the Council's vision are:

- Giving every child the best start in life
- Developing educated, responsible and informed citizens
- Promoting a prosperous, inclusive and sustainable economy
- Supporting people to lead independent, healthy and active lives
- Creating a safe and sustainable place for future generations

The Corporate Plan does not stand alone. Rather, it forms part of a robust strategic framework that connects the vision of the Council and its partners to the detailed plans that guide the delivery of our services.

This framework ensures that all Council plans and strategies are driven by and focused towards the delivery of a single shared vision for the area and our services connecting everything we do by a "golden thread" leading from the Community Plan, to individual Services' Business Management and Improvement Plans, through to day to day service delivery by our people.



The recommendations of the Perth and Kinross Fairness Commission, which were endorsed by the Council in 2017, created a specific and collective focus on tackling the causes and consequences of poverty and inequality across the area and are still being progressed. The Council's commitment remains with the allocation of funding in the 2020/21 Revenue Budget approved in March 2020.

### 3. The Annual Accounts 2019/20

The Annual Accounts report the financial performance of the Council. Their main purpose is to demonstrate the stewardship of public funds which have been entrusted to it for the delivery of the Council's vision and strategic objectives. The requirements governing the format and content of the Council's Annual Accounts are contained in the Code of Practice on Local Authority Accounting in the United Kingdom 2019/20 (the 2019 Code). The 2019/20 Annual Accounts have been prepared in accordance with this Code.

### 4. The Financial Plan

To support the delivery of the strategic objectives during 2019/20, Perth & Kinross Council approved a balanced gross revenue budget of £451.369m for the General Fund (February 2019) and £29.602m for the Housing Revenue Account (January 2019). As part of its consistent approach to longer term financial planning, the Council has in place a Medium Term Financial Plan and Final Revenue Budget for 2020/21 and Provisional Revenue Budgets for 2021/22 and 2022/23. The HRA Budget was also updated in January 2020.

Councils need to account for their spending and income in a way which complies with our legislative requirements. Most day to day spending and income is recorded within the General Fund and the costs and income in relation to the management of our housing stock are recorded within the Housing Revenue Account.

Key to the delivery of Council Services is investment in the assets which are used to deliver these services (including schools, houses and infrastructure) and the utilisation of capital funding to stimulate development and regeneration in local areas. In 2019/20 the Council budgeted for capital investment of £74.071m on General Fund activities and £12.555m in respect of the Housing Revenue Account. This expenditure is funded from prudential borrowing, government grants, external funding, capital receipts, revenue contributions and earmarked reserves. The Council plans to consider a new 10 year Composite Capital Budget for 2020/21 to 2029/30 at its meeting on 30 September 2020.

## 5. Performance Management

Delivery of services and improvement across the Council is managed within a well-established performance framework. This supports the delivery of our strategic objectives by making clear connections between our strategic vision, values and aims through to operational delivery of services. Annual reports as well as six monthly updates are produced by each Service which detail the achievements contributing towards the delivery of priorities as well as identifying areas for improvement. The Scrutiny Committee also provides further assurance on the performance and effectiveness across all of the Council's work.

Throughout the organisation, performance is routinely managed and reported within teams, Senior Management Teams, Corporate Management Team, Executive Officer Team as well as elected members and the wider public.

The Council has a statutory duty to publish performance information for comparison and benchmarking purposes to our citizens and communities. We do this through the annual report to Council and the Scrutiny Committee on the Local Government Benchmarking Framework and PKC Performs which is kept up to date on our website. We also publish an Annual Performance Report and are currently working towards making this more accessible, while ensuring that it is a balanced view of how well the Council is performing.

In addition, recognising that we need to do more to ensure that there is a more comprehensive understanding of how well the Council is doing, we will develop our approach further through the Perth and Kinross Offer as further detailed on page 10.

### 2019/20 Performance Summary

It is anticipated that the Council's Annual Performance Report will be considered by in due course providing comprehensive information on the Council's performance for 2019/20. The full range of performance information for 2019/20 will be available online. This includes the Council's Annual Performance Report, the online performance dashboard "PK Performs", Service level performance reports, benchmarking and links to further information. The website is updated with performance reports and data as it becomes available.

For 2019/20 a selection of performance outcomes are set out in the following table:

Objective	Outcome
<b>Giving every child the best start in life</b>	<ul style="list-style-type: none"> <li>During 2019/20, we established the Primary Raising Attainment and Inclusion, Supporting Education (PRAISE) Team. The PRAISE team helps to support children who are looked after at home to be able to fully participate and achieve within the school setting.</li> <li>The REACH team continues to provide intensive, coordinated and flexible support for young people with multiple complex needs and their families, within their own homes and communities. This has helped to reduce the number of young people accommodated away from home in a residential setting from 22 in 2017 to 10 in 2020, a level which has been maintained for the last two years.</li> <li>Bertha Park High School build was successfully completed in July 2019 within the allocated budget of £32.5m and is Scotland's newest secondary school and the first in 20 years in Scotland. It was short listed under "Best Project" in the Education Buildings Scotland Awards, and received the award for Technology: Transforming Learning, Teaching and the Curriculum.</li> <li>A wide range of organisations have engaged in development of the Perth and Kinross Play Framework and Action Plan, which promotes and highlights the importance of play in the health, wellbeing, learning and development of children.</li> <li>Teacher professional judgements of achievement of Curriculum for Excellence levels, in literacy and numeracy show that writing and numeracy levels remain generally lower than for reading and listening and talking, especially for P4 and P7, and the deprivation-related gaps more persistent, highlighting ongoing priorities for the strategies that have been established for those areas.</li> <li>Some recent decreases in inspection evaluations for Early Years services can be linked to higher expectations from Care Inspectorate inspections and the introduction of the National Standard for Early Learning and Childcare. This has been recognised in the Service's own quality assurance of establishments, with the intention of improving performance in this area.</li> </ul>
Objective	Outcome
<b>Developing educated, responsible</b>	<ul style="list-style-type: none"> <li>There is steady, long-term progress in literacy and numeracy at P1, P4, P7 and S3, based on teacher judgements of Curriculum for Excellence (CfE) levels, with consistent improvements.</li> </ul>

<b>and informed citizens</b>	<ul style="list-style-type: none"> <li>• Attainment results for school leavers also show steady improvement, with the proportion of school leavers attaining both Literacy and Numeracy at SCQF Level 4 (or above) increasing from 79% in 2014 to 89% in 2019.</li> <li>• For the fifth year in a row, results show that Perth &amp; Kinross (93.4%) remains higher than the national average (91.6%) overall, as well as in each individual age group, for the proportion of 16-19-year-olds participating in education, training or employment.</li> <li>• Results from Education Scotland's inspections show that Perth and Kinross consistently outperforms both our comparator group of local authorities and the Scotland average across both the Primary and pre-school sectors. With 78% of all Quality Indicators inspected over the last four years being rated as Good or better, compared to only around 60% nationally.</li> </ul>
<b>Objective</b>	<b>Outcome</b>
<b>Promoting a prosperous, sustainable and inclusive economy</b>	<ul style="list-style-type: none"> <li>• Over the past year, Business Gateway supported 262 business start-ups and 25 early stage growth companies. Business Gateway ran 41 start-up workshops and 12 existing business workshops. 42 businesses were referred to Scottish Enterprise and accessed the Growth Advisory Service/Growth Pipeline. A 2-week rural roadshow (masterclasses, networking, 1to1 drop-in sessions) was organised engaging with over 135 people/businesses.</li> <li>• On 26 February 2020, the Perth Creative Exchange was opened. A £4.5m major regeneration project which will support the business start-up and growth in the Creative Industries. The facility will provide the home for the Creative Business Accelerator, part of the Famous Grouse Ideas Centre. The Accelerator supported over 25 aspiring entrepreneurs and helped them to start their businesses.</li> <li>• We have launched New Market Development Grant and supported 13 businesses to access new markets</li> <li>• Since 28 March we have provided COVID emergency response and provided over £33m to over 3,300 businesses as well as tailored advice and support.</li> <li>• Although unemployment across Perth and Kinross remains low, there are still many workless households, or households where income levels are too low. A total of 83 new registrations, 294 active caseload clients supported with Employability skills and 94 people were assisted into work through the Employment Connections Hub.</li> <li>• With a focus on assisting clients with extensive barriers, the local No One Left Behind provision produced excellent initial results of 105 new clients, 27 moving into educational outcomes, 26 job outcomes and 13 young people into Modern Apprenticeships and 15 targeted Training Allowances were achieved.</li> <li>• Employability Pipeline have supported 153 individuals with employability skills through third sector and in-house delivery. Poverty and Social Inclusion have supported 70 individuals with money/debt management skills delivered by Perth Citizens Advice Bureau.</li> <li>• We have funded job creation initiative for rural businesses and we reached and exceed our first year targets to aid in the creation of 25 new posts for rurally based young residents.</li> <li>• The Perth and Kinross Winter Festival is now a major highlight of Scotland's events calendar, and the 2019/20 programme was no exception with the Christmas Lights switch-on event alone generating an estimated £2.2 million of net additional expenditure. In addition, the Riverside Light Nights programme was further developed and generated net additional expenditure in excess of £330,000.</li> <li>• A key focus in relation to tourism development was the focus on internationalisation and travel trade engagement, working with regional and national partners and local industry in a range of exhibitions, workshops and hosted visits. This included participation in VisitScotland Expo in April 2019 with 8 local businesses and securing 400 appointments with UK and international buyers and hosting the UK Inbound Discover Scotland's Tay Country event in September 2019 with 25 UK and international buyers visiting the region and with over 30 local businesses participating in workshop and hosted familiarisation visits.</li> </ul>
<b>Objective</b>	<b>Outcome</b>
<b>Supporting people to lead independent, healthy and active lives</b>	<ul style="list-style-type: none"> <li>• The target for delivering new affordable homes for people in Perth and Kinross has been met one year early. Perth &amp; Kinross Council, Hillcrest Homes, Kingdom Housing Association, Caledonia Housing Association, and Fairfield Housing Co-operative have all worked together to exceed our 2016–2021 Local Housing Strategy target of delivering 750 additional affordable homes.</li> <li>• During 2019-20 Perth &amp; Kinross Council and our partners delivered a record number of 320 affordable homes which has resulted in a total delivery of 839 affordable homes since 2016-17.</li> </ul>

	<ul style="list-style-type: none"> <li>• Home First continues to be successful and its sector leading approach is improving outcomes and reducing the stigma, experience and duration of homelessness for many households.</li> <li>• Working with a range of partners, a number of audits were undertaken across Perth &amp; Kinross to assess the overall quality of the accessibility and walkability of local streets. It identify opportunities to improve the local walking environment and enable and encourage people of all ages and abilities to walk for every day journeys.</li> <li>• For further information about the Health and Social Care Partnership, please see the Perth and Kinross Integration Joint Board Annual Accounts 2019/20 (Un-audited)</li> </ul>
Objective	Outcome
<b>Creating a safe and sustainable place for future generations</b>	<ul style="list-style-type: none"> <li>• The second Perth &amp; Kinross Local Development Plan was adopted in November 2019 following examination by the Scottish Ministers. The Plan sets a framework for the sustainable growth of Perth and Kinross to 2029.</li> <li>• The Council prepared an approved its "Net Zero Perth &amp; Kinross" an Interim Climate Emergency Report and Action Plan and we have secured external funding to develop key Clean Growth projects: Low Carbon Transport Hub and Perth Smart Energy Networks. For 2019/20 we installed 8 public electric vehicle charging points across Perth and Kinross and 3 chargers at council depots for fleet vehicles.</li> <li>• Four play areas have been created or upgraded through a total investment of £220,000 in Coupar Angus, Glenfarg, Longforgan and Powmill Park.</li> <li>• Community Greenspace have facilitated over 1,000 events on public greenspaces throughout Perth and Kinross, a large number of which were free to, or provided for, children.</li> <li>• A record investment of just over £21m was claimed during 2019/20 through the Affordable Housing Supply Programme. This was an additional £3.6m over Perth &amp; Kinross Council's allocated subsidy which assisted in the delivering additional good quality, energy efficient, affordable homes in areas where additional housing is in high demand.</li> <li>• We now have 6 social workers and 3 senior practitioners trained in assessment and delivery of the Caledonian System and the Respect programme to combat domestic abuse through the rehabilitation of male offenders.</li> <li>• The Food Safety team achieved the Customer Service Excellence standard for the 21st year in a row, demonstrating the continued dedication of the team to delivering the highest standards of customer focus and public protection.</li> </ul>

## 6. Financial Performance

Financial performance is part of the Council's performance management culture with regular reporting to the Strategic Policy and Resources Committee. This section summarises the main elements for 2019/20.

Following publication in 2015 of CIPFA's Telling the Story Review of the Presentation of Local Authority Financial Statements, the 2016 Code changed the segmental reporting arrangements for the Comprehensive Income and Expenditure Statement and introduced the Expenditure and Funding Analysis. The Expenditure and Funding Analysis brings local authority performance reported on the basis of expenditure measured under proper accounting practices together with statutorily defined charges to the General Fund and Housing Revenue Account. Both the Comprehensive Income and Expenditure Statement and the Expenditure and Funding Analysis include a segmental analysis which requires local authorities to report performance on the basis of how they are structured and how they operate, monitor and manage financial performance.

The 2019 Code requires that Authorities present the segmental analysis on the basis of the organisational structure under which they operate. Additionally, the 2019 Code requires that if a local authority changes the presentation or classification of items in its financial statements, the authority shall reclassify comparative amounts unless reclassification is impracticable.

Although the Expenditure and Funding Analysis reflects the main variances, for operational reporting the Council's Comprehensive Income and Expenditure reflects proper accounting practice. The Comprehensive Income and Expenditure Statement movements are not directly comparable with the movements in the Expenditure and Funding analysis.

### a) General Fund Revenue Expenditure for 2019/20

In 2019/20 the Council incurred actual net expenditure on Services of £361.955m (which is the Cost of Services disclosed in the Comprehensive Income and Expenditure Statement on page 23). When Taxation and Non-Specific

Grant Income, Financing and Investment Income and Expenditure and Other Operating Income and Expenditure are included there was a net Deficit on the Provision of Services of £3.204m.

The Expenditure and Funding Analysis information on pages 39 and 40 sets out adjustments between the net Deficit on the Provision of Services of £3.204m included in the Comprehensive Income and Expenditure Statement and the net expenditure (surplus) charged to the General Fund & HRA in the table below of £2.886m. The adjustments of £6.090m represent the difference between the net expenditure of the Council that is chargeable to taxation and rents and the figures reported in the Comprehensive Income and Expenditure Account. The surplus in the Expenditure and Funding Analysis is set out in the way in which the Council organises itself and manages and reports on financial performance.

The following table sets out adjustments to the most recently approved Revenue Budget to ensure that budget and actual figures are comparable. These include the Public Finance Initiative, external income and capital accounting adjustments. On a comparable basis the table shows a net under spend of £13.919m which is explained in further detail.

	Updated Budget Per Revenue Monitoring Report No.4	Virements	Capital Accounting Adjustments	Revised Budget	Net Expend. Charged to the General Fund & HRA Balances per Expend. & Funding Analysis	Variance
	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000
<b>SERVICES</b>						
Education & Children's Services	188,668	(9,928)	(12,075)	166,665	157,763	(8,902)
Health & Social Care	55,301	71	0	55,372	56,611	1,239
Housing & Environment	67,787	(1,341)	(5,824)	60,622	56,585	(4,037)
Corporate & Democratic Services	31,397	(1,507)	0	29,890	29,459	(431)
Housing Revenue Account	0	(8,072)	0	(8,072)	(8,072)	0
Valuation Joint Board	1,248	0	0	1,248	1,248	0
Non Distributed Costs	1,595	0	0	1,595	1,553	(42)
<b>NET COST OF SERVICES</b>	<b>345,996</b>	<b>(20,777)</b>	<b>(17,899)</b>	<b>307,320</b>	<b>295,147</b>	<b>(12,173)</b>
Taxation & Non-Specific Grant	(346,705)	11,698	0	(335,007)	(335,782)	(775)
Finance / Investment / Other	11,006	9,079	17,899	37,984	37,749	(235)
<b>Use of General Fund per Comprehensive Income &amp; Expenditure Statement</b>	<b>10,297</b>	<b>0</b>	<b>0</b>	<b>10,297</b>	<b>(2,886)</b>	<b>(13,183)</b>
Contributions from other Reserves	1,767	0	0	1,767	1,031	(736)
<b>Use of General Fund Balances</b>	<b>12,064</b>	<b>0</b>	<b>0</b>	<b>12,064</b>	<b>(1,855)</b>	<b>(13,919)</b>

The under spend on the net cost of Services of £13.919m is comparable with the revenue monitoring positions that have regularly been presented to the Strategic Policy and Resources Committee throughout the financial year. Report 4 was not presented to Committee due to COVID 19. The adjustments are reflected in the budget column above. These included new additional Revenue support grant funding of £0.041m, minor virements and a net transfer from services to earmarked reserves of £1.053m which included £0.2m for the Perth & Kinross Offer and £0.83m from capitalising IT expenditure to contribute to the 2020/21 revenue budget. The following section provides a more detailed explanation of the final year end outturns.

**Education & Children's Services** delivered an under spend of **£8.9m**. The main reasons for this are -

- In respect of the Devolved School Management (DSM) Scheme there was an under spend (**£1.2m**) reflecting savings on staff costs (teachers and support staff) (£0.7m) and property costs, supplies & services (educational materials) additional income (£0.5m). These resources will be carried forward by schools into 2020/21.
- In 2019/20 schools were awarded Pupil Equity Funding direct from the Scottish Government to contribute towards raising attainment (£1.7m). Expenditure from this Fund is incurred by academic year rather than financial year. On that basis the under spend (**£0.7m**) has been earmarked within Reserves to be utilised by schools in 2020/21.
- In terms of non-DSM budgets there were further over and under spends as follows:
  - Staff under spends were delivered across the whole Service (**£1.7m**). This reflected the receipt of funding late in the financial year and ongoing recruitment issues in certain professions.

- There was an under spend on property costs (**£0.6m**) due to a savings on maintenance and a non-domestic rates refund.
- Under spends on supplies and services (**£1.2m**) due to the rephasing of a number of initiatives including the Digital Learning Strategy, the School Estate Review, Wider Achievement and Young Carers. In addition, resources towards the opening of Bertha Park High School will be returned to earmarked Reserves and drawn down as new year groups join the school.
- The Council received funding towards the expansion of early years in advance of when the expenditure would be incurred (**£3.0m**). This funding will be carried forward in an earmarked Reserves and drawn down when required.
- Other net over and under spends across the Service provided further net savings including third party payments and income partially offset by home to school transport (**£0.5m**).

**Health and Social Care** over spent by around **£1.2m** in 2019/20. The Strategic Policy & Resources Committee was provided with regular updates on the projected outcome for Social Care. The impact of this final over spend is a reduction in the Council's Reserves. The main reasons for this were:

- Within the Health & Social Care Partnership there was an over spend (**£1.6m**) due to continued pressure on this area of service delivery.
- In non-delegated areas of social care there was an under spend of (**£0.4m**).

**Housing & Environment** delivered an under spend of **£4.0m**, which is made up of over and under spends as follows -

- Within Roads there was an over spend (**£0.3m**). This was due, in the main, to an over spend on winter maintenance and public transport partially offset by an underspend within flooding.
- Planning & Development's under spend (**£0.7m**) was primarily the result of a rephasing of expenditure in relation to several economic development initiatives including the community and business placemaking fund and micro business fund as well as additional income from planning applications and building warrants. This was partially offset by an over spend on events.
- Property delivered a net under spend (**£0.8m**) due to savings across a number of functions. There were savings on energy consumption and staff costs partially offset by the non achievement of professional fees.
- In Housing there was a net under spend (**£0.5m**) from across the function including planning and commissioning and a rephasing of grant funded initiatives.
- Across the Service, several targets were not met (**£1.0m**) relating to staff slippage, procurement savings and the property asset management review.
- Additional income was received during 2019/20 that ultimately impacted on several earmarked Reserves (**£2.7m**). Specifically, Developer Contributions, Car Parking and Revenue Grants.

**Corporate & Democratic Services** contributed an under spend of **£0.4m** from savings on staff costs as well as additional income.

In addition **Taxation and Non-Specific Grant** achieved additional income (**£0.8m**) and **Finance / Investment & Other** delivered an under spend of (**£0.2m**) following receipt of the Council's share of Tayside Contracts surplus in excess of budget.

General Fund and Housing Revenue Account Balances increased by £1.855m to £50.296m in line with the budget adjustments approved throughout the year by the Strategic Policy and Resources Committee and following the application of final outturns. When the Housing Revenue Account Balance of £1,000,000 and the earmarked Reserves of £36.375m that are set out on page 42 are excluded this leaves an uncommitted General Fund Balance of £12.921m or 3.7% of the net 2020/21 Revenue Budget.

#### **b) Composite Capital Budget and Housing Revenue Account Investment Programme 2019/20**

A summary of the Council's capital expenditure is reflected within Note 35 to the Core Financial Statements on page 65. Total gross capital expenditure in 2019/20 was £77.695m, comprising £25.496m on the Council's Housing Revenue Account (HRA) and £52.199m on the Council's Composite (General Fund) Programme. A further £33.047m was incurred under a DBFM contract for Bertha Park Secondary School. The Council's gross expenditure includes:

- £13.327m on School Upgrades, including various new projects under the Early Learning & Childcare programme, and a further £0.812m on the development of the replacement of Perth High School.
- £18.566m on Roads & Transport projects, including Structural Maintenance, Road Safety measures, Perth Transport Futures and the completion of the A9/A85 Upgrade project.
- £20.306m on other works, including Flood Protection measures (£1.195m); the Creative Exchange (£1.908m); Placemaking Projects (£2.128m); Cultural attractions (£0.5m); and property & infrastructure upgrades (£5.299m). The



balance of £9.276m relates to expenditure on various waste initiatives, greenspace, property, equipment, vehicles and IT-related works.

- £25.496m on the HRA including Affordable Housing New Builds & Buy Backs (£15.238m), Central Heating, Double Glazing and Energy Efficiency Schemes (£5.39m), Kitchen & Bathroom Upgrades (£0.952m) and External Works (£2.886m).

Capital expenditure is funded by borrowing, asset sales, grants, other capital receipts, and Revenue Budget contributions. The Capital Financing Requirement (CFR, ie, the underlying requirement to borrow for capital purposes) as at 31 March 2020 was £583.662m. Actual capital debt was £678.415m, comprising long-term borrowing (£541.228m) and a PPP liability (£137.187m). The ratio of borrowing to the CFR for 2019/20 has increased to 115.5% (2018/19 91.1%). During the year the CFR increased by £43.397m, reflecting the capital expenditure above, the adoption of the new high school at Bertha Park, less capital receipts, grants and contributions and principal loan repayments.

### c) General Fund Reserves

As at 31 March 2020 the Council had uncommitted General Fund balances of £12.921m which represented 3.7% of the Council's 2020/21 Revenue Budget approved in March 2020. Council policy, as set out in the Reserves Strategy approved by Council on 6 March 2020, is to retain uncommitted reserves of between 2% and 4% of net revenue expenditure over the medium term and it is not currently considered imprudent to maintain uncommitted Reserves above 4%. The Council's Reserves Strategy will continue to be reviewed, particularly as the level of total Reserves is expected to reduce due to the delivery of commitments over the next few years. Full details of the Council's General Fund Reserves are shown on page 22 and page 62 of the Financial Statements, along with information on future commitments.

The Reserves position is summarised as follows:

	£'000		£'000
General Fund	(49,296)	Revaluation Reserve	(267,918)
Housing Revenue Account	(1,000)	Capital Adjustments Account	(346,950)
Capital Fund	(31,640)	Financial Instruments Adjustment Account	19,101
Insurance Fund	(2,970)	Pensions Reserve	121,432
Capital statutory funds	(2,648)	Employee Statutory Adjustment Account	6,403
Capital Grants Unapplied	(2,189)	<b>TOTAL UNUSABLE RESERVES</b>	<b>(467,932)</b>
<b>TOTAL USABLE RESERVES</b>	<b>(89,743)</b>	<b>TOTAL RESERVES</b>	<b>(557,675)</b>

### The Balance Sheet

The Balance Sheet on page 24 summarises the Council's assets and liabilities as at 31 March 2020 and explanatory notes are provided from page 27. Total net assets have increased by £12.908m to £557.675m. Long Term Assets increased by £57.018m, current assets increased by £159.205m, current liabilities increased by £10.623m and long term liabilities increased by £192.692m. The major changes in the Council's Balance Sheet between 31 March 2019 and 31 March 2020 are explained in more detail in the following paragraphs.

#### Long Term Assets

The value of Property, Plant and Equipment increased by £57.460m primarily due to the continuation of the major capital investment being undertaken by the Council described above.

#### Current Assets

The level of Short Term Investments increased by £114.078m following new long-term borrowing throughout the year. There was also an increase of £45.108m in the level of Cash or Cash Equivalents as a result of a large proportion of short term cash flow surpluses being placed in instant access or short term deposit facilities due to liquidity requirements.

#### Current Liabilities

Short Term Borrowing increased by £10.599m as a result of anticipated cashflow requirements over the year end period at favourable interest rates.

#### Long Term Liabilities

Other Long Term Liabilities increased by £30.352m primarily due to an increase in liability for public private partnerships of £27.962m, with a new asset created; and movements in the net pension liability of £2.890m. Also within Long Term Liabilities is an increase in Long Term Borrowing of £162.458m, reflecting the new borrowing undertaken to fund Capital expenditure in 2019/20 and future years.

The Council's annual Treasury Management Strategy outlines the Council's policy in relation to borrowing and investment. This is prepared in accordance with the Code of Practice on Treasury Management in Local Authorities. The majority of the Council's borrowing comes from the Public Works Loan Board and market loans. Further details are provided at Note 39.



## Pensions Reserve

International Accounting Standard 19 Revised (IAS19R) requires the disclosure of the Council's share of Tayside Pension Fund's assets and liabilities, both current and future. The information disclosed in the accounts is provided to the Council by the Pension Fund's actuaries following the tri-annual valuation of the Fund. The position at 31 March 2020 indicates a net liability of £121.432m compared to a net pension liability of £118.542m on 31 March 2019 due to changes in the assumptions. This liability is based on a snapshot valuation at 31 March 2020 and is a result of prevailing market conditions at that date. Triennial valuations of the Fund are carried out with the last valuation having taken place at 31 March 2017. Employer's contributions are currently 17% of pensionable pay. For more information see Note 18.

## Provisions, Contingencies and Write Offs

The Council made provision for a number of eventualities which may have an effect on the financial position of the Council. The reasons for the provisions are outlined in Note 30 on page 61.

There were a number of write-offs of debt and stock during the year which were approved by the Chief Executive on 24 June 2020 – Authority to Write Off Debts and Obsolete Stock – June 2020.

## d) Accounting Ratios

The following financial indicators have been developed to provide an indication of the sustainability and affordability of the Council's financial plans.

FINANCIAL INDICATOR	2019/20	2018/19	PURPOSE
Uncommitted General Fund Reserve as a proportion of Annual Budgeted Net Expenditure	3.7%	3.6%	Reflects the level of funding available to manage financial risk / unplanned expenditure.
Movement in the Uncommitted General Fund Balance	£1.855m	£0.566m	Reflects the extent to which the Council has increased its Uncommitted General Fund Reserve.
Council Tax – In Year Collection Rate	97.1%	97.9%	Demonstrates the Council's effectiveness in collecting council tax debt.
Ratio of Council Tax Income to Overall Level of Funding	23.4%	21.8%	This reflects the Council's capacity to vary expenditure by raising Council Tax Income.
Capital Financing Requirement	£583.662m	£540.265m	Measurement of requirement to borrow for capital purposes.
External Debt Levels	£678.415m	£492.860m	Actual borrowing for capital investment purposes.
Capital Financing Requirement Ratio	115.5%	91.1%	Measurement of prudence in relation to borrowing levels – borrowing only to invest in capital.
Ratio of Financing Costs to Net Revenue Stream	6.5%	6.1%	Measurement of the Council's ability to fund borrowing costs.

## e) Financial Statements

The primary financial statements presented within the Annual Accounts are as follows:

- The **Movement in Reserves Statement** reports movements on the different Reserves held by the Council analysed into Usable Reserves (i.e. those that can be applied to fund expenditure or reduce local taxation) and Unusable Reserves.
- The **Comprehensive Income and Expenditure Statement** reports the accounting cost of providing services in accordance with generally accepted accounting practices, rather than the amount to be funded from taxation. Councils raise taxation to cover expenditure in accordance with regulations which may be different from the accounting cost. The taxation position is shown in the Movement in Reserves Statement.
- The **Balance Sheet** brings together all the assets and liabilities of the Council. It is a statement of the resources of the Council and the means by which they have been financed. It is also a report on the Council's financial position at a particular point in time and represents a snapshot of its financial affairs at the close of the year expressed in accounting terms.
- The **Cash Flow Statement** summarises the inflows and outflows of cash and cash equivalents arising from transactions with third parties on both day to day revenue transactions and capital activities. Cash is defined for the purpose of this statement as cash in hand and deposits repayable on demand less overdrafts repayable on demand. Cash equivalents are investments that mature in three months or less from the date of acquisition and that are readily convertible to known amounts of cash with an insignificant risk of change in value.

The Code also requires the following to be included within the Annual Accounts:

- The **Statement of Responsibilities for the Annual Accounts** explains the responsibilities of the Council and of the Head of Finance as they relate to the Annual Accounts.
- The **Notes to the Financial Statements** provide further information on the above financial statements.
- The Notes include an **Expenditure and Funding Analysis** which compares the net expenditure that is chargeable to taxation and rents and reconciles it to the Comprehensive Income and Expenditure Account. The service analysis for both the Expenditure and Funding Analysis and the Comprehensive Income and Expenditure Statement are now both provided in the way in which the Council organises itself and manages financial performance.
- The **Annual Governance Statement** explains how the Council has complied with the Chartered Institute of Public Finance and Accountancy (CIPFA) / Society of Local Authority Chief Executives (SOLACE) standard for good corporate governance and meets the requirements of relevant legislation and current good practice.
- The **Remuneration Report** provides details of the Council's remuneration of its senior councillors and senior officers with regard to salary, taxable expenses and pension benefits and states how remuneration arrangements are managed. The report also provides information on exit packages agreed by the Council during the financial year.

#### Supplementary Financial Statements

The supplementary financial statements are as follows:

- The **Housing Revenue Account** shows the major elements of housing revenue account expenditure and how these are funded by rents and other income.
- The **Council Tax Income Account** reports the gross and net income from Council Tax, together with details of the number of properties on which Council Tax is levied, and the charge per property.
- The **Non-Domestic Rates Income Account** shows the gross and net income from non-domestic rates and details the amount payable to the national non domestic pool, and resulting net income for the financial year to the Council that is shown in the Comprehensive Income and Expenditure Statement.
- The **Charitable Trusts** statement includes the summary Income and Expenditure Account and Balance Sheet of those Charitable Trusts and Endowments administered by the Council.
- The **Common Good** statement includes the summary Income and Expenditure Account and Balance Sheet for the Common Good Funds administered by the Council.
- The **Group Accounts** incorporate the share of the Council's Managed Funds, Subsidiaries and Associates into the Group Movement in Reserves Statement, Group Comprehensive Income and Expenditure Statement, Group Balance Sheet, Group Cash Flow Statement and include the Reconciliation of the Single Entity (Council) Surplus or Deficit for the year to the Group Surplus or Deficit.

## **7. Financial Outlook, Risks and Plans for the Future**

COVID-19 is a worldwide pandemic, which has affected every single person in one way or another. The Scottish and UK Governments' guidance with regard to responding to the Pandemic, including the imposed lockdown measures has also had an impact on all citizens, whether they are a business owner, an employee, a consumer, a carer, a parent or a child.

The collapse in economic activity has been very sudden. Scottish Gross Domestic Product is predicted to fall by 33% during the period of social distancing; while unemployment is predicted to rise significantly. At a global level, the financial markets are trading at their lowest levels since the 2008/09 financial crisis; oil price has plummeted to an 18-year low, and there has been a significant contraction in both business activity and consumer confidence, and in addition planned investment is predicted to be adversely affected.

The jobs market in Scotland contracted sharply between March and April with a rise in unemployment of more than 74,000 (+67%); and locally within Perth and Kinross there was an increase (from a very low base) of 1,740 to 3,600 (a 94% rise). These figures should be read with a note of caution as they only account for a one-month period. However, universally it is acknowledged that unemployment will rise sharply over the coming months.

As well as the impact of Covid-19 there also remains significant ongoing uncertainty on the impact of Brexit. These factors make it very difficult to forecast the financial outlook for the public sector.

This uncertainty further exacerbates the pressures which continue to face public sector expenditure at a UK and Scottish level with further reductions in government funding predicted over the medium term as well as increasing demand for Council services. The impact of this on the Council will be considered in the updates of the Medium-Term Financial Plan and Revenue & Capital Budgets and factored into future projections.

The Council approved its latest Medium Term Financial Plan 2019 - 2024 in October 2018. The update scheduled for 2019 was postponed due to the potential Brexit implications at the time. This Plan provided an update on the latest

projections for the Council across a number of variables including reductions in funding, population growth and an increase in the number of clients (both young and old people) with more complex care needs. In February 2020 the Scottish Government announced a one year financial settlement for local government that was more favourable than the planning assumptions used in the Medium Term Financial Plan due to the provision of extra revenue funding. The Medium Term Financial Plan reflects sound financial planning by the Council and is critical for the sustainability of key services and the financial stability of the Council. The Council's Reserves Strategy is another key element of its financial planning. It is anticipated that the updated Medium Term Financial Plan will be considered by the Council in Autumn 2020.

The Council continues to take appropriate action to address the challenging financial climate and the reductions in funding that are anticipated to continue over the next few years. These reductions may be further exacerbated as the UK and Scottish Governments reign in spending following Covid-19. This is underpinned by the regular updating of the Medium Term Financial Plan and by the availability of good quality financial information.

In March 2020 the Council approved a three-year Revenue Budget – final for 2020/21 and provisional for 2021/22 and 2022/23. There is still significant uncertainty around the level and conditions associated with the funding that the Council will receive beyond 2020/21 and this may have a significant impact on the final Revenue Budgets for future years.

The Council plans to ensure that it has robust governance measures and strong financial management to evidence its ability to continue as a going concern.

### ***Transformation***

The Council continues to work in an environment of reducing revenue funding and increasing demand for services which requires an ongoing commitment to working in new and innovative ways. Into the future, the population of Perth and Kinross is expected to increase bringing additional pressures for the Council to meet the changing requirements.

The Council's Transformation Programme 2015 – 2020 is nearing completion although some projects have been re-phased and will continue beyond the original period, to meet the changing needs of service users. Going forward, transformation will be embedded into the day to day operation of Council services.

The Council welcomes new ways of working together with its Community Planning partners, with its communities and with the business and voluntary sectors in its area. It will jointly face the challenges whilst remaining focussed on building a better place to live, work and visit, and protecting the most vulnerable in our communities. This is especially relevant as the Council commences the renewal and recovery phases of its response to Covid-19

### ***Perth & Kinross Offer***

Last year the Council launched the Perth & Kinross offer based around the premise that it believes "everyone has something to offer". The Council has been engaging with partners, communities, employees, businesses and people to understand how it can create more equal partnerships, redefine relationships and form new ways of working throughout Perth and Kinross.

Since the COVID-19 pandemic began in March 2020, responding to the ever-changing landscape and the impact of the virus on its communities and people has been the Council's priority. Responding more flexibly and efficiently than ever before to ensure that essential services continued and working with its community groups, volunteers, businesses and partners to ensure the most vulnerable in society are protected and safe has been paramount. All of the support, commitment and partnership working has allowed the Council to see the vision of the Offer already in practice.

As the Council begins the process of Recovery & Renewal, it now has an unprecedented opportunity to build an even better Perth and Kinross, moving into the future. The Perth & Kinross Offer is key to this approach and recovery is very much focused on those parts of the community that are hardest hit and will be based around our '5Es' of the Offer: Empowerment, Environment, Education and Learning, Economy and entrepreneurship, and Equalities and fairness.

The Council will continue to engage with everyone who lives, works, visits and invests in Perth and Kinross to understand what matters to them and how the pandemic has impacted upon them. This will allow the Council to co-create the conditions and opportunities for everyone in Perth and Kinross to move forward positively and Live Life Well.

### **Capital**

The Strategic Policy & Resources Committee approved a revised 10 year Composite Capital Budget for 2019/20 – 2028/29 on 25 March 2019. The Housing & Communities Committee also approved the HRA Capital Budget for 2020/21 - 2024/25 on 29 January 2020. The Council will consider a new Composite (General Fund) Capital Budget later this year.

The Council's Composite Capital Budget includes major transport infrastructure improvements, including the Perth Transport Futures project to create a third crossing over the River Tay. Significant investment in improvements to existing infrastructure is also included within the capital budget, particularly within annual rolling programmes and road network improvements. Also included is the completion of various school refurbishments under the Early Learning & Childcare programme, along with the replacement of the existing Perth High School. There is further investment included in relation to new technologies such as a replacement for the existing SWIFT Social Work database and significant investment in the Microsoft Estate, as well as the upgrading and replacement of School Audio Visual equipment. Other expenditure is planned in relation to various Flood Protection Schemes, the development of Perth City Centre cultural attractions, parks and public spaces improvements, waste reduction & recycling and property improvements.

The HRA Investment Programme 2020/21 to 2024/25 continues to focus upon the provision of new affordable housing and the enhancement of the existing housing stock, including Energy Efficiency and External Fabric maintenance.

The Capital Financing Requirement is estimated to peak at £920,999,000 in 2028/29 under current approved plans. The annual cost of servicing the borrowing and PPP liabilities is being managed through the Capital Fund Strategy within the Medium Term Financial Plan. This ensures the Council's plan remains affordable, prudent and sustainable.

## **Risk Management**

Effective risk management is an essential element of good governance and integral to the Council's ability to deliver positive outcomes for its communities.

The Council undertook a wholesale review of its approach to risk and developed and approved a new risk Management Framework in 2017. Since then it has been reviewed and further refined to ensure that it remains fit for purpose and reflects the complex risk landscape of local government in these changing and challenging times.

The risk management framework has been developed based on best practice industry standards including the International Standard in Risk Management – ISO: 31000 and the Office of Governance & Commerce (OGC) Management of Risk Guidance (MoR) and guidance from the Association of Local Authority Risk Managers, (ALARM) and comprises:

- Risk Management Policy - statement of the Council's commitment to effective risk management;
- Risk Management Strategy – articulates our overall approach to risk and provides a detailed risk hierarchy;
- Risk Management Appetite Statement – describes the levels of risk the Council is prepared to tolerate in pursuit of our objectives; and
- Risk Management Process Guide - provides a toolkit of techniques and processes to ensure that risk is managed effectively and that our approach to risk management is consistent across the organisation.

Within the Council there is a cross Service cohort of trained risk practitioners who provide technical guidance and support to ensure that a consistent approach to risk management is taken across the whole organisation. Extensive work has been undertaken throughout 2019/20 to embed the risk management framework to ensure that risk management activities are integrated with key business process and aligned to the delivery of the Council's objectives and defined outcomes. Strategic and operational risks are regularly monitored and reported in accordance with the principles of the framework. The Strategic Risks Register is reported to the Audit Committee six monthly.

The framework has also been implemented effectively to manage the Council's response to the COVID-19 pandemic.

## **Workforce Management**

The Council values its employees, their skills, dedication and passion to ensure it delivers essential services to the people, businesses and communities of Perth and Kinross. Together it is building back an even better Council to renew and recover from the recent pandemic. Its purpose, values, culture and ethos to transform services and deliver efficiencies to prepare for the future are pivotal. Investment in building the capability and capacity in the workforce through learning and development opportunities, boosting productivity, encouraging innovation and creativity, embracing agility, digital technology and promoting wellbeing and resilience are key to our future plans. These commitments will enable it to match its ambition for transforming services, growing the economy, reducing inequalities, protecting vulnerable people and supporting young people to be all they can be.

Financial pressures, changing priorities and demand for Council services will continue to inform the Council's Recovery and Renewal plans with a strong focus on multi-disciplinary teams, integrated worked and more locality-based decision-making. The Council is working with communities, its partners and other stakeholders to co-create the Perth and Kinross Offer – this work will help shape future service provision and in turn workforce skill requirements.

The Council's workforce management strategy is inherently linked to the Recovery and Renewal arrangements and the Medium-Term Financial Plan. The Corporate Workforce Plan 2018-21 will be refreshed to reflect new and emerging priorities. It has given a strong basis for developing the workforce of the future, recognising the importance of culture and with priorities for attracting, retaining and developing talent, healthy working lives and fair work. A range of enabling projects are already underway to prepare employees and the organisation for the future – digital skills, mobile/remote working, positive career choices, job families, building resilience and promoting positive mental health and wellbeing. Leadership development, coaching skills and a collaborative leadership development programme with neighbouring councils are all in place. The Council continues to invest in training and development opportunities for young people via its Modern Apprenticeship and Graduate Programmes. Together these initiatives help develop and nurture talent to meet future requirements.

A new Supporting Health and Wellbeing Framework, developed with staff and trade unions, is in place – it recognises the importance of creating and sustaining a healthy working environment and positive wellbeing culture to ensure that we Live Life Well. The Council is proud to be a Fair Work employer and continues to consult and engage with employees and their trade union representatives on improvements in our employment practices and arrangements. Equalities and fairness will continue to be core principles in its workforce strategy.

## 8. Supplementary Information

### **(a) Group Accounts**

The Code of Practice on Local Authority Accounting in the United Kingdom requires the Council to produce group financial statements where it has an interest in entities that meet the definition of subsidiary, associate or joint venture. The Group results are presented alongside the results for the Council in the Annual Accounts. Further details of the associated entities that have been incorporated into the financial statements can be found on page 91.

The Council has an interest in six organisations (detailed on page 91) that do not form part of the main Accounts. The Council includes the results of these organisations in its Group Accounts due to the significant influence it has over their financial and operating practices. The Council also includes Charitable Trusts administered and controlled by the Council and Common Good Funds as managed funds within the Group Accounts.

In accordance with the Code, the 2019/20 Group Accounts Statements are included on pages 86 to 90. The basis for consolidation is set out in the Notes to the Group Accounts Statements on pages 91 to 93. The effect of consolidation is to increase the Council's net assets by £10.773m resulting in a Group Balance Sheet showing net assets of £568.448m at 31 March 2020 as set out on page 88. This position reflects the Council's share of the pension liabilities of the Associate included within the Group Balance Sheet.

### **(b) Common Good and Charitable Trust Funds**

Common Good Funds are administered by the local authority for the general benefit of the relevant communities. Overall the Common Good Funds recorded an in year surplus of £0.024m which, when applied to the surplus brought forward, results in an accumulated revenue surplus as at 31 March 2020 of £1.825m.

Details of income and expenditure accounts and balance sheets can be found on pages 83 and 84 of the Annual Accounts. These funds are subject to similar accounting policies and procedures to those that are applied to the Council's main accounts. The main source of income to Common Good Funds is rent.

The Council also administers a number of Charitable Trust Funds. Details of income and expenditure accounts and balance sheets can be found on page 83 of these Annual Accounts. Overall the Trust Funds recorded an in year deficit of £0.205m which, when applied to the surplus brought forward, results in an accumulated surplus as at 31 March 2020 of £2.507m.

Perth & Kinross Council's Trust Funds, for which the Council is the sole trustee, also have to prepare their own Trustees' Annual Report and this is separately available on the Council website.

### **(c) Public Private Partnerships / Design Build Finance Maintain**

In September 2000 the Council entered into a 25 year PPP contract for the construction, maintenance and operation of office accommodation and a carpark. In 2019/20 the Council paid £2.795m to the contractor under the terms of the contract.

Between 2009 and 2012 six school campuses were also brought into operation at Blairgowrie, Glenearn, Loch Leven, Strathearn, North Inch and Breadalbane. The contractor's obligation was to construct the schools and is to maintain them to a pre agreed standard. In 2019/20 the Council paid £16.984m to the contractor under the terms of the contract. In addition, during 2019/20 the Council incurred a part year cost of £2.169m in relation to Bertha Park High School.

## 9. Conclusion

The Council has continued to demonstrate sound financial management in 2019/20 by delivering services with the resources which are available to it. The pressures being experienced by Services in relation to demand are known and plans are in place to mitigate them. They have also been reflected in the medium and long term financial plans.

The Council will face many challenges in the future from the combined effect of reduced resources; increasing demands and expectations for our services. It is confident that by working more creatively with all its residents and partners, it will not only embrace these challenges but will maintain its performance and service delivery.

## 10. Acknowledgements

As in previous years, we would like to acknowledge the significant work of the finance teams in producing the Annual Accounts and thank colleagues across the Council for their continuing support.

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Karen Reid  
Chief Executive  
Perth & Kinross Council

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Councillor Murray Lyle  
Leader of the Council  
Perth & Kinross Council

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Stewart MacKenzie  
Head of Finance  
Perth & Kinross Council

Date:

Date

Date:

## **ANNUAL GOVERNANCE STATEMENT 2019/20**

### **1 Introduction**

- 1.1 Good governance is key to the success of Perth & Kinross Council. It supports better informed decision-making, the efficient use and management of our resources, high quality performance, greater scrutiny and accountability, resulting in better outcomes for the communities we serve.
- 1.2 The purpose of the Annual Governance Statement is to give assurance to the people of Perth & Kinross, our Elected Members, staff, partner agencies and other stakeholders that our governance arrangements are effective and our system of internal control is robust.

### **2 Scope of Responsibility**

- 2.1 As a public body, the Council must act in the public interest at all times. It must behave with integrity, conduct its business in accordance with the rule of the law and demonstrate a strong commitment to ethical values. We must demonstrate and ensure that public money is used economically, efficiently, and effectively to deliver sustainable outcomes for the people of Perth & Kinross.
- 2.2 The Local Government in Scotland Act 2003 also places a specific duty on the Council to make arrangements to secure best value and ensure continuous improvement in terms of the services it delivers to our communities.
- 2.3 A comprehensive and robust governance framework is integral to the Council's ability to discharge these responsibilities and deliver good outcomes. The Annual Governance Statement seeks to provide assurance that our governance framework is appropriate, adequate and effective in enabling the Council to deliver good outcomes and manage risk.
- 2.4 As well as providing assurance as to the effectiveness of the governance arrangements in place for the Council, this Annual Governance Statement also covers the six organisations that are included in the Council's Group Accounts.
- Live Active Leisure Limited (subsidiary)
  - Horsecross Arts Limited (subsidiary)
  - Culture Perth & Kinross Limited (subsidiary)
  - Tayside Valuation Joint Board (associate)
  - Tayside Contracts (associate)
  - Perth & Kinross Integration Joint Board (joint venture)

### **3 The purpose of the Governance Framework**

- 3.1 Our governance framework comprises the rules, resources, systems, processes, culture and values designed to help us achieve our strategic objectives and provide effective, good quality services in the most cost effective way possible. A crucial part of the governance framework is the system of internal control which is designed to manage the risk of a failure to the achievement of our intended outcomes.
- 3.2 The Council manages risk through a continuous process of identification, assessment, evaluation, prioritisation and mitigation. We evaluate risk on the basis of likelihood and impact in both financial and non-financial terms. We do however need to mitigate and manage risk proportionately; recognising that risk can never be eliminated completely and that only reasonable assurance can ever be given.
- 3.3 The purpose of the governance framework, therefore, is to ensure that we are using all of our resources effectively to deliver good outcomes for our communities and to provide assurance that we are indeed doing the right things, for the right people at the right time in an open, honest and accountable way.

### **4 Our Governance Framework**

- 4.1 We recognise that the following are fundamental elements of good governance within public sector organisations:-
- Leadership, Culture & Values
  - Vision, Direction & Purpose
  - Stakeholder Engagement
  - Organisational Development
  - Effective Decision Making
  - Internal Controls
  - Scrutiny & Accountability
- 4.2 These fundamental elements of our governance framework reflect and seek to embed the principles of good governance within the International Framework: Delivering Good Governance in the Public Sector developed by CIPFA and the International Federation of Accountants, now incorporated into the 2016 CIPFA Framework for Delivering Good Governance in Local Government, namely:

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

4.3 Our governance arrangements are underpinned by the fundamental principles and the requirements of legislation and legislative best practice. They can be summarised as follows:

- Our vision is the achievement of the shared priorities and intended outcomes for the citizens of Perth & Kinross defined in our Local Outcome Improvement Plan and our Corporate Plan. Building Ambition: Our Transformation Strategy together with our Revenue budget for 2019/20 our Capital Programme, our Housing Investment Programme, and other strategic documents provide the necessary direction to the organisation to enable it to deliver on its vision and achieve its purpose.
- There is effective communication between Members and Management through Leaders Meetings, Convenors meetings, Member Officer Working Groups and all-member briefings where appropriate. There are also regular pre agenda discussions in respect of each scheduled Council and Committee meeting.
- There are effective arrangements in place for the discharge of the following functions:
  - Head of Paid Service
  - Monitoring Officer
  - Chief Finance Officer
  - Chief Social Work Officer
  - Data Protection Officer
- Our culture and values are reflected in everything we do as an organisation. They are determined by our decision-making and behaviours and are reflected in our key corporate and community documents and strategies, our Local Code of Corporate Governance, Elected Member and Employee Codes of Conduct, Whistleblowing and anti-fraud and corruption policies, Elected Member Register of Interests, Gifts & Hospitality Policy and in our suite of policies, processes and procedures ensuring that as a Council we respect the rule of law, behave with integrity, promote a culture of good governance and demonstrate a strong commitment to ethical values.
- We recognise the importance of good stakeholder engagement in redesigning and reshaping public services and we will continue to actively engage with our communities, partners and other stakeholders to ensure that our services best meet their needs. The Council has a strategy for engaging with communities and has agreed a Statement of Intent with its Community Planning Partners to support a co-ordinated approach to community engagement. Our approach to consultations is based on the National Standards for Community Engagement and we have established a wide range of consultation processes and procedures. The Community Empowerment (S) Act 2015 provides a framework for improving the quality of engagement and participation which will be reflected in our Local Outcome Improvement Plan.
- We recognise that in an increasingly complex and financially challenging public sector landscape we have to be able to adapt and evolve our services and workforce to continue delivering cost efficient, high quality services. Our people remain are our most valuable asset and as an organisation we will secure the best outcomes for our communities by investing in the development of our workforce and of our leaders to ensure that they have the right skills and have sufficient capacity to deliver. Our approach is outlined Corporate Workforce Plan – Developing Talent and our “Learn, Innovate Grow” philosophy is being embedded across the organisation to create a highly motivated, skilled and agile workforce. There is a programme of leadership development in place for our managers and a comprehensive induction programme is in place for Elected Members. An ongoing training programme will be developed in consultation with Members to ensure that it meets their needs going forward.
- The Council's Scheme of Administration sets out the role of committees in decision-making and the delegated decision-making powers of individual officers. The committees, boards and panels we have established ensure proper democratic engagement and provide an appropriate mechanism for effective decision making and accountability. As a local authority, the extent of our decision-making powers are determined by statute and regulation. Our report template is designed to ensure that legal and financial checks are carried out before a report is presented for decision. It also provides that appropriate internal and external consultations and where relevant, options appraisals, ensure that decision makers are appropriately informed to determine the best course of action in the circumstances.
- The Council has developed and implemented a suite of policies, procedures and management processes to ensure that there are appropriate **internal controls** in place in respect of:-
  - Workforce Management
  - Financial Management
  - Officer /Member relations
  - Performance Management
  - Change & Improvement
  - Workforce Planning

- Risk Management
  - Procurement
  - Major Investment Project Management
  - Health & Safety
  - Information Management
  - Information Security
  - Civil Contingencies & Business Continuity
  - Anti-Fraud & Corruption
  - Conflicts of Interests
  - Gifts & Hospitality
  - Whistle-Blowing and Reporting Concerns
  - Complaints Handling
  - Funding External bodies / Arm's Length External Organisations
- As a public body we must be open, transparent and accountable for our decisions, actions and performance. Our management and democratic structures and processes are designed to facilitate effective decision making and the proper scrutiny of those decisions and their impact in terms of performance and the achievement of our intended outcomes.
  - The Council has set a three year budget (years 2/3 provisional). Each budget is allocated to a named budget holder. Budgets are monitored regularly by Service Management Teams and overall financial performance is monitored regularly by the Executive Officer Team. The Strategic Policy & Resources Committee receives regular financial monitoring information as part of the budgetary control framework and provides the required political scrutiny of our financial management and performance.
  - Capital spend is monitored by Senior Management through the Strategic Investment & Improvement Board and reported regularly to the Executive Officer Team and the Strategic Policy & Resources Committee as part of the budgetary control framework. The Capital Programme Office monitors project milestones.
  - The annual service planning process ensures that Services meet the needs of customers, and that targets for quality improvements are set and monitored. Individual Business Management & Improvement Plans set out detailed actions and outcomes for each Service and include performance indicators. Service performance is reported regularly to the Executive Officer Team and publicly through the Council's themed committees and the Scrutiny committee. Financial performance is publicly reported through the Strategic Policy & Resources Committee and relevant service committees.
  - The Council publishes an Annual Performance Report on its performance against the objectives set out within the Corporate Plan and Local Outcome Improvement Plan.
  - The Council's Transformation Programme is scrutinised by Service Management Teams, the Executive Officer Team and the Modernising Governance Member Officer Working Group. Progress is reported regularly to the Council's Strategic Policy & Resources Committee.
  - The Council has a published process for dealing with the following and annually reports on performance in respect of the following areas: -
    - complaints from members of the public;
    - requests for access information under the Freedom of Information legislation;
    - access information under the Data Protection legislation.

## **5 COVID-19 Pandemic Governance Arrangements**

- 5.1 In light of the COVID-19 pandemic, the Council implemented effective and appropriate civil contingencies arrangements. These have ensured: -
- a clear decision-making framework utilising emergency powers in accordance with the Council's Scheme of Administration;
  - appropriate political oversight through a weekly Elected Member Sounding Board;
  - an effective operational command structure to deliver essential services and key activities to protect the health and wellbeing of our communities during this time;
  - adequate and effective risk management at both a strategic and operational level of existing, new and emerging risks;
  - openness and transparency by the recording and reporting of decisions taken by the Chief Executive in exercise of her emergency powers.
- 5.2 Opportunities to further enhance and improve the internal controls to support the delivery of better outcomes for our communities have been recognised during this period. It is understood, however, that whilst improvement actions can be identified, the focus of the Council will be on maintaining essential services and managing the response and the recovery work that will be required to minimise the impact of COVID -19 on the communities of Perth and Kinross.



- 5.3 Planning has commenced for recovery and renewal in line with the published Scottish Government framework and a key part of that will be ensuring appropriate governance arrangements are in place.

## **6 Governance Assurance Process**

- 6.1 Internal Audit provides an annual opinion on the strength of governance, risk management and internal control, in line with the requirements of the Public Sector Internal Audit Standards. The opinion is based on Internal Audit work undertaken during the year, arising primarily from the achievement of the risk-based Internal Audit Plan as approved by the Audit Committee. In addition, Internal Audit further contributes to the governance assurance process by participating in a review of evidence provided by Services and individual officers as part of the annual governance review, which supports the production of the annual governance statement.
- 6.2 The Council normally utilises a robust process of gathering assurance information from Service Management Teams which concludes with Certificates of Assurance being signed by each Director and the Depute Chief Executive/ Chief Operating Officer.
- 6.3 Due to the implementation of contingency measures related to the coronavirus pandemic, it was agreed with the Council's External Auditors that this process would be disproportionate in the current situation.
- 6.4 Instead, in keeping with advice from CIPFA, it was felt essential to gain assurance from Service Management Teams that governance during the implementation and operation of these contingency measures was subject to adequate and effective controls.
- 6.5 Based on the work undertaken for the recent Best Value Audit reliance could be placed on the evidence from 2018-19 and assurance that there have been no significant changes to governance arrangements during the year.
- 6.6 Reliance has also been placed on such external evidence as is available from 2019-20. This particularly includes the Council's Best Value Assurance Report published by Audit Scotland in August 2019. Note was also taken of the Joint Inspection Report of Strategic Planning in Adult Care by Health Improvement Scotland and the Care Inspectorate, inspection reports from the Care Inspectorate and Education Scotland relating to specific Council establishments, and from the National Records of Scotland regarding registration in the Council.
- 6.7 Corporate assurance has also been provided as regards the adequacy of the internal controls from the following Officers:
- Chief Finance Officer (S 95 Officer)
  - Head of Legal & Governance Services /Monitoring Officer
  - Chief Internal Auditor
  - Corporate Procurement Manager
  - Information Governance Manager
  - Corporate IT Manager
  - Corporate Procurement Manager
  - Corporate HR Manager
- 6.8 For Arm's Length External Organisations, reliance has been placed upon:
- unaudited financial statements of the companies (audited accounts will be scrutinised when available);
  - assurance self-assessment evaluations
  - terms and conditions of Service Level Agreements
  - quarterly contract monitoring meetings with Service;
  - performance information and financial monitoring reports to Service; and
  - presentations to Scrutiny Committee.
- 6.9 For Tayside Contracts Joint Committee and Tayside Valuation Joint Board, reliance has been placed upon each organisation's own Annual Governance Statement.
- 6.10 For Perth & Kinross Integration Joint Board, reliance has been placed on their own Annual Governance Statement.
- 6.11 The draft Annual Governance Statement is usually considered by the Executive Officer Team, Corporate Management group and the Council's Scrutiny Committee prior to inclusion within the final draft Annual Accounts. This year, given the civil contingencies arrangements which are in place, the draft Annual Governance Statement will be considered by Gold Command and Full Council.
- 6.12 The Annual Governance Statement is considered by the Audit Committee as part of the Annual Accounts.
- ## **7 2018/19 Governance Statement: Improvement update**
- 7.1 The 2018/19 AGS identified the following areas for further review and/or improvement: -
- Communications and Engagement
  - Performance Management
  - Community Empowerment
  - Information Governance

- Workforce Planning
- Arm's Length External Organisations
- Integration Joint Board – Relationship Governance

7.2 We are in the process of gathering evidence and reviewing progress against our 2018/19 improvement actions, recognising that certain actions may require to be reprioritised in light of further work being undertaken to support recovery and renewal in relation to the impact of COVID-19. These actions will be incorporated as part of the further development of the Perth and Kinross Offer, the council's blueprint for public service delivery going forward.

## **8 Effectiveness of Governance Arrangements for 2019/20**

- 8.1 Based on the assurance process outlined above, in terms of effectiveness, the Council's governance arrangements continue to be regarded as fit for purpose in accordance with the governance framework., subject to the areas identified for review or improvement set out in section 9 below.
- 8.2 Our financial management arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2015).
- 8.3 Our assurance arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Head of Internal Audit (2010).
- 8.4 The Council has designated the Depute Chief Executive (Chief Operating Officer) as the Senior Information Risk Owner with the Head of Legal & Governance Services as Depute. Our information security measures have been reviewed in 2019/20 to ensure continuing compliance with the Public Service Network (PSN) requirements.
- 8.5 The Chief Internal Auditor is the Council's nominated Money Laundering Reporting Officer. There has been no relevant activity in respect of Council and its group during the year.
- 8.6 We have structures in place which support constructive challenge and effective scrutiny to our system of internal control and our broader governance arrangements. In particular: -
- Scrutiny Committee
  - Strategic Policy & Resources Committee
  - Audit Committee
  - Themed Committees
  - Executive Officer Team
  - Corporate Management Group
  - Strategic Improvement & Investment Board
  - Policy & Governance Group
  - External Audit (presently KPMG LLP)
- 8.7 In addition, the Council has implemented temporary arrangements for the COVID-19 pandemic with appropriate governance arrangements.

## **9 Opinion of the Chief Internal Auditor**

- 9.1 Audit activity and performance will be detailed in the Annual Report by the Chief Internal Auditor for the year 2019/20 when it is presented to the Council's Audit Committee. The draft report contains the Chief Internal Auditor's opinion in respect of the effectiveness of the governance arrangements in place, as follows: -

*"In the Chief Internal Auditor's opinion, reasonable reliance can be placed on the Council's risk management and governance arrangements, and systems of internal control for 2019/20, subject to management implementation of the agreed actions detailed in Internal Audit reports."*

## **10 Areas for review /continued improvement action**

- 10.1 The Council's identified priorities for the foreseeable future are on recovery and renewal from, and any further response necessary to, the COVID-19 pandemic and its consequences for the people, communities, organisation and business in the area. This will include the adoption of sound governance arrangements appropriate to the circumstances.
- 10.2 Areas previously identified as requiring ongoing monitoring/review or further improvement action will continue to be scrutinised by Service Management Teams and the relevant Council Committees as and when appropriate.

## **STATEMENT**

The Council is legally required to review of the effectiveness of its governance arrangements and to publish an Annual Governance Statement, with its Annual Accounts. The Council's Governance Framework has been in place for the majority of the financial year ending 31 March 2020, but appropriate temporary arrangements were implemented to take account of the COVID-19 pandemic. These contingency arrangements continue to operate and therefore it has not been possible to undertake the usual comprehensive review of our corporate governance arrangements. In accordance with

guidance from the Chartered Institute of Public Finance and Accountancy (CIPFA) however, the Council has reviewed the effectiveness of the existing governance framework and in particular, the internal controls.

The review of the effectiveness of the Council's system of internal control and overall governance framework has been informed by different sources assessing risk and providing assurance:-

- Service Management Teams
- Executive Officer Team
- Chief Finance Officer
- Monitoring Officer
- Chief Internal Auditor / Internal Audit
- Policy & Governance Group
- External Audit
- External Agencies and Inspectorates.

The Chief Internal Auditor has provided assurance for the year 2019/20 and an Internal Audit plan will be developed for 2020/21 which that will focus on areas which have been identified as corporate or service specific risks in relation to core business and any additional risks which have arisen as a result of the COVID-19 pandemic.

Each Director, who has responsibility within the Scheme of Delegation for the development and maintenance of the system of internal control, have reviewed the current governance arrangements and internal controls within their service area and provided assurance that these are effective.

The Chief Finance Officer has provided assurance that the financial arrangements in place conform to the relevant CIPFA requirements and that our expenditure is lawful. The Monitoring Officer has provided assurance that our governance arrangements ensure compliance with relevant laws, regulations, internal policies and procedures.

We are satisfied that our governance arrangements and, in particular, our system of internal control, continue to be regarded as fit for purpose in accordance with the governance framework; any identified improvement actions will continue to be delivered through existing improvement plans and change programmes to avoid duplication of effort.

We have been reassured by the way in which this Council has adapted to the challenges presented by the COVID-19 pandemic. Our governance framework and understanding of key risks have not only ensured that essential services have been maintained but that innovative arrangements could be implemented to meet new and emerging needs as these arose. As we move from emergency response measures to supporting our communities to recover from the impact of COVID-19, our governance framework will continue to be reviewed and adapted where necessary to ensure that we can build back an even stronger Perth and Kinross.

Signed:

Signed:

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Karen Reid  
Chief Executive  
Date:

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Councillor Murray Lyle  
Leader of the Council  
Date:

# **Independent auditor's report to the members of Perth and Kinross Council and the Accounts Commission**

## **Report on the audit of the financial statements**

### **Opinion on financial statements**

We certify that we have audited the financial statements in the annual accounts of Perth and Kinross 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 Statement of Movements on the Housing Revenue Account Balance, the Council Tax Income Account, and the Non Domestic Rate Account, the Charitable Trusts Income and Expenditure Account, the Charitable Trusts Balance Sheet, the Common Good Income and Expenditure Account, the Common Good Balance Sheet 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 our 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**

We conducted our 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. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We were appointed by the Accounts Commission on 31 May 2016. The period of total uninterrupted appointment is 4 years. We are independent of the council and its group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. Non-audit services prohibited by the Ethical Standard were not provided to the council. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern basis of accounting**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us 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 Finance 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**

We report in a separate Annual Audit Report, available from the Audit Scotland website, the most significant assessed risks of material misstatement that we identified and our conclusions thereon.

### **Responsibilities of the Head of Finance and Audit Committee for the financial statements**

As explained more fully in the Statement of Responsibilities, the Head of Finance 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 Finance 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 Finance 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 Committee is responsible for overseeing the financial reporting process.

## **Independent auditor's report to the members of Perth and Kinross Council and the Accounts Commission (continued)**

### **Auditor's responsibilities for the audit of the financial statements**

Our 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 our 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. We 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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### **Other information in the annual accounts**

The Head of Finance 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 our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we 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 our audit of the financial statements, our 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 our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are 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 we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### **Report on other requirements**

#### **Opinions on matters prescribed by the Accounts Commission**

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

In our 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 we are required to report by exception**

We are required by the Accounts Commission to report to you if, in our 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
- we have not received all the information and explanations we require for our audit; or
- there has been a failure to achieve a prescribed financial objective.

We have nothing to report in respect of these matters.

## **Independent auditor's report to the members of Perth and Kinross Council and the Accounts Commission (continued)**

### **Conclusions on wider scope responsibilities**

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

### **Use of our 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, we do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

Michael Wilkie, (for and on behalf of KPMG LLP)

*Chartered Accountants*

319 St Vincent Plaza,

Glasgow, G2 5AS

## MOVEMENT IN RESERVES STATEMENT

	General Fund Balance £'000	Housing Revenue Account £'000	Capital Fund £'000	Renewal & Repair Fund £'000	Insurance Fund £'000	Capital statutory funds £'000	Capital Grants Unapplied £'000	Total Usable Reserves £'000	Unusable Reserves (Note 32) £'000	Total Authority Reserves £'000
<b>Balance at 1 April 2018</b>	(51,099)	(1,000)	(25,060)	(20)	(2,815)	0	(87)	(80,081)	(478,097)	(558,178)
<u>Movement in reserves during 2018/19</u>										
Total Comprehensive Income and Expenditure	17,301	4,995	0	0	0	0	0	22,296	(8,885)	13,411
Adjustments from income & expenditure charged under the accounting basis to the funding basis (Note 5)	(20,287)	(4,035)	0	0	0	(2,581)	(3,493)	(30,396)	30,396	0
<b>(Increase)/ Decrease in 2018/19</b>	(2,986)	960	0	0	0	(2,581)	(3,493)	(8,100)	21,511	13,411
Transfers to/(from) Other Statutory Reserves	6,644	(960)	(5,306)	0	(378)	0	0	0	0	0
<b>Balance at 31 March 2019 carried forward</b>	(47,441)	(1,000)	(30,366)	(20)	(3,193)	(2,581)	(3,580)	(88,181)	(456,586)	(544,767)
<u>Movement in reserves during 2019/20</u>										
Total Comprehensive Income and Expenditure	6,407	(3,203)	0	0	0	0	0	3,204	(16,112)	(12,908)
Adjustments from income & expenditure charged under the accounting basis to the funding basis (Note 5)	(9,493)	3,403	0	0	0	(67)	1,391	(4,766)	4,766	0
<b>(Increase) or Decrease in 2019/20</b>	(3,086)	200	0	0	0	(67)	1,391	(1,562)	(11,346)	(12,908)
Transfers to/(from) Other Statutory Reserves	1,231	(200)	(1,274)	20	223	0	0	0	0	0
<b>Balance at 31 March 2020 carried forward</b>	(49,296)	(1,000)	(31,640)	0	(2,970)	(2,648)	(2,189)	(89,743)	(467,932)	(557,675)

## COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT

2018/19					2019/20		
Gross Expenditure £'000	Income £'000	Net Expenditure £'000		Notes	Gross Expenditure £'000	Income £'000	Net Expenditure £'000
			<b>COUNCIL SERVICES</b>				
179,690	(11,046)	168,644	Education & Children's Services		200,187	(20,813)	179,374
132,809	(75,755)	57,054	Health & Social Care		139,621	(79,028)	60,593
108,631	(25,626)	83,005	Housing & Environment		106,168	(26,028)	80,140
68,000	(31,925)	36,075	Corporate and Democratic Services		65,277	(28,547)	36,730
32,727	(27,336)	5,391	Housing Revenue Account		31,899	(28,029)	3,870
1,149	0	1,149	Valuation Joint Board		1,248	0	1,248
			<b>COST OF SERVICES</b>				
523,006	(171,688)	351,318			544,400	(182,445)	361,955
0	(1,395)	(1,395)	Other Operating Income and Expenditure	8	0	(845)	(845)
22,744	(1,409)	21,335	Financing and Investment Income and Expenditure	9	25,693	(2,424)	23,269
0	(348,962)	(348,962)	Taxation and Non-Specific Grant Income	10	0	(381,175)	(381,175)
			<b>Deficit on Provision of Services</b>				
545,750	(523,454)	22,296			570,093	(566,889)	3,204
			(Surplus)/Deficit on revaluation of non current assets				1,459
			(6,008)				
			Remeasurement of the net defined benefit liability				(17,571)
			(2,877)				
			Other Comprehensive Income and Expenditure				(16,112)
			(8,885)				
			<b>Total Comprehensive Income and Expenditure</b>				(12,908)
			13,411				



## BALANCE SHEET

<u>31 March 2019</u>		Notes	<u>31 March 2020</u>
<u>£'000</u>			<u>£'000</u>
1,100,893	Property, Plant & Equipment	21	1,158,353
27,781	Heritage Assets	22	27,781
13,095	Investment Property	23	13,290
1,757	Intangible Assets	24	979
798	Assets Held for Sale	25	719
761	Long Term Debtors	26	981
<u>1,145,085</u>	<b>Long Term Assets</b>		<u>1,202,103</u>
25,317	Short Term Investments		139,395
511	Assets Held for Sale	25	126
432	Inventories	27	470
27,488	Short Term Debtors	28	27,854
22,503	Cash and Cash Equivalents	44	67,611
<u>76,251</u>	<b>Current Assets</b>		<u>235,456</u>
(18,187)	Short Term Borrowing	39	(28,786)
(59,589)	Short Term Creditors	29	(59,141)
(562)	Provisions	30	(1,034)
<u>(78,338)</u>	<b>Current Liabilities</b>		<u>(88,961)</u>
(2,357)	Provisions	30	(2,239)
(372,580)	Long Term Borrowing	39	(535,038)
(223,294)	Other Long Term Liabilities	18,36	(253,646)
<u>(598,231)</u>	<b>Long Term Liabilities</b>		<u>(790,923)</u>
<u>544,767</u>	<b>NET ASSETS</b>		<u>557,675</u>
88,181	Usable Reserves		89,743
456,586	Unusable Reserves	32	467,932
<u>544,767</u>	<b>TOTAL RESERVES</b>		<u>557,675</u>

The Unaudited Annual Accounts were issued on 29 June 2020 and the Audited Annual Accounts were authorised for issue on 16 September 2020.

The accompanying notes form an integral part of these financial statements.

Stewart MacKenzie CPFA  
Head of Finance

## CASH FLOW STATEMENT

<u>2018/19</u>		Notes	<u>2019/20</u>
<u>£'000</u>			<u>£'000</u>
(22,296)	<b>Deficit on the provision of services</b>		(3,204)
86,280	Adjustments to net surplus or deficit on the provision of services for non cash movements		75,411
(31,004)	Adjustments for items included in the net surplus or deficit on the provision of services that are investing and financing activities		(47,590)
<u>32,980</u>	<b>Net cash flows from Operating Activities</b>		<u>24,617</u>
(51,743)	Investing Activities	42	(147,487)
25,530	Financing Activities	43	167,978
<u>6,767</u>	<b>Net increase in cash and cash equivalents</b>		<u>45,108</u>
15,736	Cash and cash equivalents at the beginning of the reporting period		22,503
<u><u>22,503</u></u>	<b>Cash and cash equivalents at the end of the reporting period</b>	44	<u><u>67,611</u></u>

## STATEMENT OF RESPONSIBILITIES FOR THE ANNUAL ACCOUNTS

### The Council's Responsibilities

The Council is required:

- to make arrangements for the proper administration of its financial affairs and to ensure that one of its officers has the responsibility for those affairs under Section 95 of the Local Government (Scotland) Act 1975. In this Council that officer is the Head of Finance.
- to 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 were approved for signature by those charged with governance at the meeting of the Audit Committee on 16 September 2020.

Councillor Murray Lyle  
Leader of the Council

Date:

### The Responsibilities of the Head of Finance

The Head of Finance is responsible for the preparation of the Council's Annual Accounts, which, in terms of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom, is required to present a true and fair view of the financial position of the Council at the accounting date and its income and expenditure for the year.

In preparing these Annual Accounts, the Head of Finance has:

- selected suitable accounting policies and applied them consistently;
- made judgements and estimates that were reasonable and prudent;
- complied with legislation and the Local Authority Accounting Code of Practice.

The Head of Finance has also:

- kept proper accounting records which were up to date;
- taken reasonable steps for the prevention and detection of fraud and other irregularities.
- used the going concern basis of accounting on the assumption that the Council will continue in operational existence for the twelve months following the approval of the Annual Accounts.

I certify that the Annual Accounts give a true and fair view of the financial position of the Council and its group at the reporting date and the transactions of the Council and its Group for the year ended 31 March 2020.

Stewart MacKenzie CPFA  
Head of Finance  
Date:

# NOTES TO THE FINANCIAL STATEMENTS

## 1. Accounting Policies

### General

The Statement of Accounts have been prepared in accordance with International Financial Reporting Standards (IFRS) and adapted to the Code of Practice as required by the Local Authority Accounts (Scotland) Regulations 2014 and section 12 of the Local Government in Scotland Act 2003. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2019/20 and supported by International Financial Reporting Standards. The Statement of Accounts are intended to present a true and fair view of the financial position and transactions of the authority and have been prepared in accordance with the fundamental accounting principles of relevance, reliability, comparability, understandability and materiality.

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.

### Accruals of Income and Expenditure

Activity is accounted for in the year that it takes place, or when the Council is entitled to the income, 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 and 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 those rendered by the Council's officers) are recorded as expenditure when the services are received, rather than when payments are made.
- Interest payable on borrowings and receivable on investments is accounted for on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract.
- Where 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 there is evidence that debts are unlikely to be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected.
- Where the Council is acting as an agent for another party (e.g. in the collection of Non Domestic Rates and Water & Wastewater), income and expenditure are recognised only to the extent that commission is receivable by the Council for the agency services rendered or the Council incurs expenses directly on its own behalf in rendering the services.

### 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 highly liquid investments that mature in three months or less 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 Council's cash management.

### Changes in Accounting Policies and Estimates and Errors

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

Changes in accounting estimates are accounted for prospectively, i.e., in the current and future years affected by the change. Material errors discovered in prior period figures are corrected retrospectively by amending opening balances and comparative amounts for the prior period.

### 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 Council is not required to raise council tax to cover depreciation, revaluation and impairment losses or amortisations. However, it is required to make an annual provision from revenue to contribute towards the reduction in its overall borrowing requirement equal to an amount calculated on a prudent basis determined by the Council in accordance with the Statutory Repayment of Loans Fund Advances. Depreciation, revaluation and impairment losses and amortisations are therefore replaced by revenue provision in the General Fund Balance, by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement for the difference between the two.

## Contingent Assets and Liabilities

A contingent asset arises where an event has taken place that gives the Council a possible asset whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Council. A contingent liability arises where an event has taken place that gives the Council 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 Council. 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 Assets and liabilities are not recognised in the Balance Sheet but disclosed in a note to the accounts.

## Employee Benefits

### Benefits Payable During Employment

Short-term employee benefits (those that fall due wholly within 12 months of the year-end), such as wages and salaries, paid annual leave and paid sick leave, bonuses and non-monetary benefits (e.g. cars) for current employees, are recognised as an expense in the year in which employees render service to the Council. An accrual is made against services in the Surplus or Deficit on the Provision of Services for the cost of holiday entitlements and other forms of leave earned by employees but not taken before the year-end and which employees can carry forward into the next financial year. Any accrual made is required under statute to be reversed out of the General Fund Balance by a credit to the Employee Statutory Absences Adjustment Account in the Movement in Reserves Statement.

### Termination Benefits

Termination benefits are amounts payable as a result of a decision by the Council to terminate an officer's employment before the normal retirement date or an officer's decision to accept voluntary redundancy and are charged in the Comprehensive Income and Expenditure Statement when the Council is demonstrably committed to terminate the employment of an officer.

Where termination benefits involve the enhancement of pensions, statutory provisions require the General Fund Balance to be charged with the amount payable by the Council to the pension fund or pensioner in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, appropriations are required to and from the Pensions Reserve to remove the notional debits and credits for termination benefits related to pensions enhancements 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.

### Post-Employment Benefits

Employees of the Council are members of two separate pension schemes: The Scottish Teachers' Superannuation Scheme and the Local Government Pension Scheme.

The Scottish Teachers' Superannuation Scheme is a statutory unfunded defined final benefit salary scheme administered nationally by the Scottish Public Pensions Agency on behalf of the Scottish Government. There are no investment assets built up under the scheme to meet pension liabilities. The contributions paid into the scheme by the Council and teaching employees are determined nationally and member's pension benefits are prescribed under the Teachers' Superannuation (Scotland) Regulations 2005 with the Scottish Government being responsible for meeting the scheme's liabilities.

Other employees, subject to certain qualifying criteria, are eligible to join the Local Government Pension Scheme (LGPS). The LGPS is a statutory funded defined final benefit salary scheme operated through local pension funds. Perth & Kinross Council and its employees pay contributions into the Tayside Pension Fund administered by Dundee City Council calculated at a level to balance the pension liabilities with investment assets. The contributions paid into the scheme by employees and member pension benefits are prescribed, for the period to which the accounts relate, by the Local Government Pensions Scheme (Scotland) Regulations 1998 as amended. Perth & Kinross Council's contributions, as employer, into the Tayside Pension Fund are subject to the advice of the Fund actuary.

Both schemes provide defined benefits to members (retirement lump sums and pensions), earned as employees worked for the Council. However, the arrangements for the teachers' scheme mean that liabilities for these benefits cannot be attributed specifically to the Council. The scheme is therefore accounted for as if it were a defined contributions scheme – no liability for future payments of benefits is recognised in the Balance Sheet and the Education Service line in the Comprehensive Income and Expenditure Statements is charged with the employer's contributions payable to Teachers' Pensions in the year.

The Local Government Scheme is accounted for as a defined benefits scheme. The liabilities of the Tayside Pension Fund attributable to the Council 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 2.35% which is based on the indicative rate of return on the high quality corporate bond index (i Boxx AA).

The assets of the Tayside Pension Fund attributable to the Council are included in the Balance Sheet at their fair value:

- quoted securities – current bid price;
- unquoted securities – professional estimate;
- unlisted securities – current bid price;
- property – market value.

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

- Service cost comprising:
  - current service cost – the increase in liabilities as 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/Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement as part of Non Distributed Costs;
  - net interest on the net defined liability / (asset), i.e. net interest expense for the authority – the change during the period in the net defined benefit liability / (asset) 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 benefit liability / (asset) at the end of the period – taking into account any changes in the net defined benefit liability / (asset) 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 / (asset) – charged to the Pensions 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 Tayside Pension Fund – cash paid as employer's contributions to the pension fund in settlement of liabilities; not accounted for as an expense.

In relation to retirement benefits, statutory provisions require the General Fund Balance to be charged with the amount payable by the Council 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 appropriations 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 on 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 Council 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.

#### Career Average Revalued Earnings Scheme (CARE)

The Local Government Pension Scheme changed from Final Salary to Career Average Revalued Earnings (CARE) on 1 April 2015, with a change of accrual rate from 1/60<sup>th</sup> to 1/49<sup>th</sup>. Employees who were previously paying into the Final Salary scheme were automatically transferred into the new CARE scheme on 1 April 2015.

#### **Events after the Reporting Period**

Events after the reporting period are those events, both favourable and unfavourable, that occur between the end of the reporting period and the date when the Statement of Accounts are authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the end of the reporting period – the Statement of Accounts are adjusted to reflect such events;
- those that are indicative of conditions that arose after the reporting period – the Statement of Accounts are not adjusted to reflect such events, but where a category of events would have a material effect disclosure is made in the notes of the nature of the events and their estimated financial effect.

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

#### **Fair Value Measurement**

The Council measures some of its non-financial assets such as surplus assets and investment properties at fair value at each reporting date. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement assumes that the transaction to sell the asset or transfer the liability takes place either:

- a) in the principal market for the asset or liability, or
- b) in the absence of a principal market, in the most advantageous market for the asset or liability.

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

When measuring the fair value of a non-financial asset, the Council takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Council uses valuation techniques that are appropriate in the circumstances and for which sufficient data is available, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

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

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

### **Financial Liabilities**

Financial liabilities are recognised on the Balance Sheet when the Council becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value and carried at their amortised cost. Annual charges to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest payable are based on the carrying amount of the liability, multiplied by the effective rate of interest for the instrument. The effective interest rate is the rate that exactly discounts estimated future cash payments over the life of the instrument to the amount at which it was originally recognised.

For most of the borrowings that the Council has, this means that the amount presented in the Balance Sheet is the outstanding principal repayable (plus accrued interest) and interest charged to the Comprehensive Income and Expenditure Statement is the amount payable for the year according to the loan agreement.

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

Where premiums and discounts have been charged to the Comprehensive Income and Expenditure Statement, regulations allow the impact on the General Fund Balance to be spread over future years. The Council has a policy of spreading the gain/loss over the term of the replacement loan. The reconciliation of amounts charged to the Comprehensive Income and Expenditure Statement to the net charge required against the General Fund Balance is managed by a transfer to or from the Financial Instruments Adjustment Account in the Movement in Reserves Statement.

### **Financial Assets**

Financial assets are classified based upon a classification and measurement approach that reflects the business model for holding the financial assets and their cashflow characteristics. There are three main classes of financial assets measured at:-

- amortised cost
- fair value through profit or loss (FVPL), and
- fair value through other comprehensive income (FVOCI)

The Council's business model is to hold investments to collect contractual cash flows. Financial assets are therefore classified as amortised cost, except for those whose contractual payments are not solely payment of principal and interest (i.e. where cash flows do not take the form of a basic debt instrument).

Loans and receivables are recognised on the Balance Sheet when the Council becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value. They are subsequently measured at their amortised cost. Annual credits to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest receivable are based on the carrying amount of the asset multiplied by the effective rate of interest for the instrument. For deposits that the Council has made, this means that the amount presented in the Balance Sheet is the outstanding principal receivable (plus accrued interest) and interest credited to the Comprehensive Income and Expenditure Statement is the amount receivable for the year in the agreement.

However, the Council has made loans to various organisations at less than market rates (soft loans). When a soft loan is made, a loss is recorded in the Comprehensive Income and Expenditure Statement (debited to the appropriate service) for the present value of the interest that will be foregone over the life of the instrument, resulting in a lower amortised cost than the outstanding principal. In subsequent years interest is credited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement at a higher effective rate of interest than the rate receivable from the voluntary organisations, with the difference serving to increase the amortised cost of the loan in the Balance Sheet.

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

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

### **Foreign Currency**

Where the Council enters into a transaction in foreign currency the transaction is converted into sterling at the exchange rate applicable on the date the transaction is effective.

### **Going Concern**

The Head of Finance is responsible for making an annual assessment of whether it is appropriate to prepare the accounts on a going concern basis. In accordance with the Code of Practice on Local Authority Accounting in the United Kingdom, an authority's financial statements shall be prepared on a going concern basis; that is, the accounts should be prepared on the assumption that the functions of the authority will continue in operational existence for at least twelve months from the date of approval of the financial statements and it can only be discontinued under statutory prescription. The Council has significant net assets, investments and cash and a track record of preparing a balanced budget which incorporates significant savings that are subsequently achieved. In late 2019-20 and throughout 2020-21 Covid-19 will have a significant impact on the finances and operations of the Council. A medium term financial plan is produced covering a period of six years, and the Council considers and approves a three year revenue budget which sufficiently covers the going concern period. Work has been ongoing since the end of March to assess the impact and mitigating actions to ultimately deliver a balanced budget. This has been reported regularly to the Sounding Board, to full council in June 2020 and through a series of briefings to all members in August and September. It is anticipated that a further update with mitigating proposals will be presented to a council meeting on 30 September 2020. Taken together, the Head of Finance has determined that it remains appropriate to prepare the financial statements on a going concern basis.

### **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 Council when there is reasonable assurance that:

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

Amounts recognised as due to the Council are not credited to the Comprehensive Income and Expenditure Statement until conditions attaching to the grant or contribution have been satisfied. 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/contributions) or Taxation and Non-Specific Grant Income (non-ring-fenced revenue grants and all capital grants) in the Comprehensive Income and Expenditure Statement.

Where capital grants are credited to the Comprehensive Income and Expenditure Statement, they are reversed out of the General Fund Balance in the Movement in Reserves Statement. Where the grant has yet to be used to finance capital expenditure, it is posted to the Capital Grants Unapplied Account. Where it has been applied, it is posted to the Capital Adjustment Account. Amounts in the Capital Grants Unapplied Account are transferred to the Capital Adjustment Account once they have been applied to fund capital expenditure.

### **Heritage Assets**

Heritage Assets are those assets that are intended to be preserved in trust for future generations because of their cultural, environmental or historical associations. Heritage Assets include museum and gallery collections and works of art. These assets are held by the Council in pursuit of its overall objectives in relation to the maintenance of the heritage. From 1 April 2016 Culture Perth & Kinross had responsibility for the delivery and development of museum and library services in Perth & Kinross. The Trust manages the museum and gallery collections on behalf of the Council, however the Council will continue to be custodian of the collections.

#### Tangible Heritage Assets

The Council's Heritage Assets are held in the Perth Museum & Gallery, Fergusson Gallery and Alyth Museum. The collections include Art, History and Natural History and are held in support of Council objectives i.e. to increase knowledge, understanding and appreciation of the local area and its history. Heritage Assets are recognised and measured (including the treatment of revaluation gains and losses) in accordance with the Council's accounting policies on property, plant and equipment.

However, some of the measurement rules are relaxed in relation to heritage assets as detailed below. The Council has embarked upon a revaluation programme for all collection items deemed to have significant value, these being mainly items within Fine and Applied Art collections. In recognition of the key qualitative characteristics of the financial statements, i.e. understandability, relevance, reliability and comparability, the Council has chosen to apply a £10,000 de-minimis level for which items will be recognised within the balance sheet. The exclusion of individual items having



a value of less than £10,000 does not impact upon the characteristics of the financial statements and a summary of the main collections and applicable accounting treatment is as follows.

#### Art Collection

The Fine Art collection includes paintings and sketches in various mediums, and although international in scope, its greatest strength is in the holding of Scottish pictures. The collection seeks to retain a balance between the historical and the contemporary whilst continuing to develop the holdings of works of specifically local interest. The Applied Art collection has been acquired since 1785 through purchase, gift or bequest. It covers a wide variety of objects and materials, within which the collections of Perth silver and Perthshire glass are unsurpassed in terms of national importance.

Subject to the de-minimis noted above, items donated or acquired are valued by the curators at point of acquisition; in addition, there is a five year rolling programme of valuation to ensure all significant items in the Art collection are valued. All valuations are undertaken by the curators having relevant knowledge and experience and with reference to appropriate commercial markets.

Art collection items are held in the Council balance sheet at market value and are tested annually for impairment, e.g. where an item has suffered physical deterioration or breakage or where doubts arise as to its authenticity. Any impairment is recognised and measured in accordance with the Council's general policies on impairment.

As the assets within the art collection are deemed to have indeterminate lives and a high residual value, the Council does not consider it appropriate to charge depreciation.

#### History Collection

The History collection includes social history, archaeology, arms & armour, costume, archives, coins, medals & stamps, photography and world cultures collections. These items cannot be readily and/or reliably valued due to their diverse nature. The cost of valuation would be disproportionate in terms of any benefit derived to the user of the financial statements and the History collection is consequently excluded from the Council Balance Sheet.

#### Natural History Collection

The Natural History collection includes zoology, botany and geology collections. No market exists for these items and collections and there is no comparable data to form the basis of valuation. The cost of obtaining valuations would be disproportionate in terms of any benefit derived to the user of the financial statements and Natural History collections are consequently excluded from the Council Balance Sheet.

#### Heritage Assets – General

The Council may dispose of heritage assets which have a doubtful provenance or are unsuitable for public display. The proceeds of such items are accounted for in accordance with the Council's general provisions relating to the disposal of property, plant and equipment. Disposal proceeds are disclosed separately in the notes to the financial statements and are accounted for in accordance with statutory accounting requirements relating to capital expenditure and capital receipts.

The promotion of other cultural events and programmes during the year makes it difficult to reliably estimate the percentage of the Art Collection on display for public viewing. All items not on display are held in secure storage and access is permitted to scholars and others for research purposes.

The Culture Perth & Kinross Collections Management Framework provides guidance on the collection, disposal or lending of heritage assets.

#### **Intangible Assets**

Expenditure on non-monetary assets that do not have physical substance but are controlled by the Council 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 Council. 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 Council 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 restricted to that incurred during the development phase (research expenditure is not capitalised). Expenditure on the development of websites is not capitalised if the website is solely or primarily intended to promote or advertise the Council's goods or services.

Intangible assets are measured initially at cost. Amounts are only revalued where the fair value of the assets held by the Council can be determined by reference to an active market. The depreciable amount of an intangible asset is amortised over its useful life to the relevant service line(s) in the Comprehensive Income and Expenditure Statement.

An asset is tested for impairment whenever there is an indication that the asset might be impaired – any losses recognised are posted to the relevant service line(s) in the Comprehensive Income and Expenditure Statement. Any gain or loss arising on the disposal or abandonment of an intangible asset is posted to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement. Where expenditure on intangible assets qualifies as capital expenditure for statutory purposes, amortisation, impairment losses and disposal gains and losses are not permitted to have an impact on the General Fund Balance. The gains and losses are therefore reversed out of the General Fund Balance in the Movement in Reserves Statement and posted to the Capital Adjustment Account and the Capital statutory funds reserve.

## **Interests in Companies and Other Entities**

The Council has material interests in companies and other entities that have the nature of subsidiaries, associates and jointly controlled entities and require it to prepare group accounts. In the Council's own single-entity accounts, the interests in companies and other entities are recorded as financial assets at cost, less any provision for losses.

## **Inventories**

Inventories are included in the Balance Sheet at the lower of cost and net realisable value. Work in progress is valued at the cost of direct materials and labour plus attributable overheads based on the normal level of activity less any attributable losses.

## **Investment Properties**

Investment properties are those that are used solely to earn rentals and/or for capital appreciation. The definition is not met if the property is used in any way to facilitate the delivery of services or production of goods or is held for sale. Investment properties are measured initially at cost and subsequently at fair value, being the price that would be received to sell such an asset in an orderly transaction between market participants at the measurement date. Properties are not depreciated but are revalued annually according to market conditions at the year-end. Gains and losses on revaluation are posted to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. The same treatment is applied to gains and losses on disposal.

Rentals received in relation to investment properties are credited to the Financing and Investment Income line and result in a gain for the General Fund Balance. However, revaluation and disposal gains and losses are not permitted by statutory arrangements to have an impact on the Balance. The gains and losses are therefore reversed out of the General Fund Balance in the Movement in Reserves Statement and posted to the Capital Adjustment Account and the Capital statutory funds reserve.

## **Leases**

Leases are classified as finance leases where the terms of the lease transfer substantially all the risks and rewards incidental to ownership of the property, 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. Arrangements that do not have the legal status of a lease but convey a right to use an asset in return for payment are accounted for under this policy where fulfilment of the arrangement is dependent on the use of specific assets.

### The Council as Lessee

Operating Leases - Rentals paid under operating leases are charged to the Comprehensive Income and Expenditure Statement as an expense of the services benefitting from use of the leased property, plant or equipment. Charges are made on a straight-line basis over the life of the lease, even if this does not match the pattern of payments (e.g. there is a rent-free period at the commencement of the lease).

### The Council as Lessor

Operating Leases - Where the Council grants an operating lease over a property or an item of plant or equipment, the asset is retained in the Balance Sheet. Rental income is credited to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement. Credits are made on a straight-line basis over the life of the lease, even if this does not match the pattern of payments (e.g. there is a premium paid at the commencement of the lease). Initial direct costs incurred in negotiating and arranging the lease are added to the carrying amount of the relevant asset and charged as an expense over the lease term on the same basis as rental income.

## **Overheads and Support Services**

The costs of overheads and support services are only charged to the HRA and charities in accordance with the total absorption costing principle.

## **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 Council and the cost of the item can be measured reliably. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential (e.g. 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 initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located where there is a legal or constructive obligation to do so.

The Council does not capitalise borrowing costs incurred whilst assets are under construction. The cost of assets acquired other than by purchase is deemed to be its fair value, unless the acquisition will not increase the cash flows of the Council. In the latter case, the cost of the acquisition is the carrying amount of the asset given up by the Council.

Donated assets are measured initially at fair value. The difference between fair value and any consideration paid is credited to the Taxation and Non-Specific Grant Income line of the Comprehensive Income and Expenditure Statement, unless the donation has been made conditionally. Until conditions are satisfied, the gain is held in the Donated Assets Account. Where gains are credited to the Comprehensive Income and Expenditure Statement, they are reversed out of the General Fund Balance to the Capital Adjustment Account in the Movement in Reserves Statement.

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

- infrastructure and community assets – depreciated historical cost;
- assets under construction – historical cost
- dwellings – current value, determined using the basis of existing use value for social housing (EUV-SH). The Council values these assets using the Beacon approach (Adjusted Vacant Possession)
- other land and buildings – current value based on existing use value (EUV) for operational assets where there is an active market, or if there is no market based evidence of current value because of the specialist nature of the asset and/or the asset is rarely sold, depreciated replacement cost (DRC) using the instant build approach;
- 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 by the amount that would be paid for the asset in its existing use (existing use value – EUV).

Assets included in the Balance Sheet at current value are revalued sufficiently regularly to ensure that their carrying amount is not materially different from their current value at the year-end, but as a minimum every five years. Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains. Exceptionally, gains might be credited to the surplus or deficit on the provision of services where they arise from the reversal of a loss previously charged to a service.

Where decreases in value are identified, the revaluation loss is accounted for as follows:

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

The Revaluation Reserve contains revaluation gains recognised since 1 April 2007 only, the date of its formal implementation. Gains arising before that date have been consolidated into the Capital Adjustment Account.

#### 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.

Where impairment losses are identified, they are accounted for:

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

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

#### Disposals and 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 previously recognised losses. Depreciation is not charged on Assets Held for Sale. Assets that are to be abandoned or scrapped are not reclassified as Assets Held for Sale.

When an asset is disposed of or decommissioned, the carrying amount of the asset in the Balance Sheet (whether Property, Plant and Equipment or Assets Held for Sale) is written off to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal.

Receipts from disposals (if any) are credited to the same line in the Comprehensive Income and Expenditure Statement also as part of the gain or loss on disposal (i.e. netted off against the carrying value of the asset at the time of disposal). Any revaluation gains accumulated for the asset in the Revaluation Reserve are transferred to the Capital Adjustment Account.

Amounts received for a disposal are categorised as capital receipts. The balance of receipts is required to be credited to the Capital statutory funds reserve, and can then only be used for new capital investment or set aside to reduce the Council's underlying need to borrow (the capital financing requirement). Receipts are appropriated to the Reserve from the General Fund Balance in the Movement in Reserves Statement. The written-off value of disposals is not a charge against council tax, as the cost of fixed 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.

#### Depreciation

Depreciation is provided for on all Property, Plant and Equipment assets by the systematic allocation of their depreciable amounts over their useful lives. 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).

Leasehold properties	over period of lease
Roads and bridges	15-30 years
Other infrastructure assets	10-30 years
Vehicles, plant and equipment	3-15 years
Council Buildings	up to 50 years
Council Dwellings	10-30 years
Intangible Fixed Assets	3-5 years

Where an item of Property, Plant and Equipment asset has major components whose cost is significant in relation to the total cost of the item, the components are depreciated separately. Revaluation gains are also depreciated, with an amount equal to the difference between current value depreciation charged on assets and the depreciation that would have been chargeable based on their historical cost being transferred each year from the Revaluation Reserve to the Capital Adjustment Account.

#### **Private Finance Initiative (PFI) and Similar Contracts**

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 the PFI contractor. As the Council is deemed to control the services that are provided under its PFI schemes the Council carries the assets used under the contracts on its Balance Sheet as part of Property, Plant and Equipment.

The original recognition of these assets at fair value (based on the cost to purchase the property, plant and equipment) was balanced by the recognition of a liability for amounts due to the scheme operator to pay for the capital investment. 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 interest charge 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 – debited to the relevant service in the Comprehensive Income and Expenditure Statement.

#### **Provisions**

The Council is required to make provisions where an event has taken place that gives the Council a legal or constructive obligation that probably requires settlement by a transfer of economic benefits or service potential, and a reliable estimate can be made of the amount of the obligation. Provision has been made for bad and doubtful debts in respect of Council Tax, Housing Rents and other items of income, where appropriate. In all cases the level of provision is based on experience and an assessment of the prospects of recovering the related debt.

Provisions are charged as an expense to the appropriate service line in the Comprehensive Income and Expenditure Statement in the year that the council becomes aware of the obligation, and measured at the best estimate at the balance sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties. 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. Where some or all of the payment required to settle a provision is expected to be recovered from another party (e.g. from an insurance claim), this is only recognised as income for the relevant service if it is virtually certain that reimbursement will be received if the council settles the obligation.

#### **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/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 and retirement benefits and that do not represent usable resources for the Council – these reserves are explained in the relevant notes.

#### **Revenue Expenditure Funded from Capital under Statute**

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

#### **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.

## **2. Accounting Standards that have been issued but have not yet been adopted**

At the balance sheet date, the following new standards and amendments to existing standards have been published but not yet adopted by The Code:

- IFRS 16 Leases will require the Council as lessee to recognise leases on the Balance Sheet as right-of-use assets along with the corresponding lease liabilities, except for low value and short-term leases. As a result of the current Covid-19 response CIPFA/LASAAC have deferred implementation of IFRS 16 for local government to 1 April 2021.
- IAS 28 Investments in Associates and Joint Ventures: Long Term Interests in Associates and Joint Ventures. This amendment clarifies that IFRS 9 Financial Instruments is applied to long-term interests in an associate or joint venture that form part of the net investment in the associate or joint venture.
- IAS 19 Employee Benefits: Plan amendment, curtailment or settlement. If a plan amendment, curtailment or settlement occurs, it is now mandatory that the current service cost and the net interest for the period after the remeasurement are determined using the assumptions used for the remeasurement.

## **3. Critical Judgements in Applying Accounting Policies**

In applying the accounting policies set out in Note 1, the Council 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:

#### **Public Sector Funding**

There is a high degree of uncertainty about future levels of funding for local government. However, the Council has determined that this uncertainty is not yet sufficient to provide an indication that the assets of the Council might be impaired as a result of a need to close facilities and reduce levels of service provision.

#### **Public Private Partnership (PPP)**

The Council is deemed to control the services provided under the agreement for the provision of educational establishments. The accounting policies for PPP schemes and similar arrangements have been applied and the assets under the contract are included within Property, Plant and Equipment on the Council's Balance Sheet. Note 36 provides further details.

## **4. 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 Council about the future or that are otherwise uncertain. Estimates are made taking into account historical experience, current trends and other relevant factors. However, because balances cannot be determined with certainty, actual results could be materially different from the assumptions and estimates.

The items in the Council's Balance Sheet at 31 March 2020 for which there is a significant risk of material adjustment in the forthcoming financial year are in respect of the Council's Net Pensions Liability and Property and Plant and Equipment.

#### Uncertainty

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. This is further detailed in Note 18 to the Accounts which includes a table setting out the potential sensitivity of change in assumptions on the Pension Liability. A firm of consulting actuaries is engaged to provide the Council with expert advice about the assumptions to be applied.

#### Effect if Actual Results Differ from Assumptions

The effects on the net pensions liability of changes in individual assumptions can be measured. For instance, a 0.1% increase in the discount rate assumption would result in a reduction in the pension liability of £16,995,000. However,

the assumptions interact in complex ways. During 2019/20, the Council's actuaries advised that the net pension liability had increased by £2,890,000 following an updating of assumptions.

#### Uncertainty

Property, Plant and Equipment assets are depreciated over useful lives that are dependent on assumptions about the level of repairs and maintenance that will be incurred in relation to individual assets. The current economic climate makes it uncertain that the Council will be able to sustain its current spending on repairs and maintenance, bringing into doubt the useful lives assigned to assets.

#### Effect if Actual Results Differ from Assumptions

If the useful life of assets is reduced, depreciation increases and the carrying amount of the assets falls. It is estimated that the annual depreciation charge for buildings would increase by £675,000 for every year that useful lives had to be reduced.

#### Uncertainty

In applying the Royal Institution of Chartered Surveyors (RICS) Valuation Global Standards ('Red Book'), a material uncertainty has been declared in the valuation reports. This is due to market uncertainties caused by Covid-19. The Red Book defines material uncertainty as 'where the degree of uncertainty in a valuation falls outside any parameters that might normally be expected and accepted.'

The valuation reports have been used to inform the measurement of non-current assets in these financial statements. Although the valuers have declared a material valuation uncertainty, they have continued to exercise professional judgement in preparing the valuation and, therefore, this is the best information available to Council as at 31 March 2020 and can be relied upon.

Of the £586,573,000 net book value of Other Land & Buildings at 31 March 2020 and subject to valuation on a five year cycle, £483,312,000 relates to specialised assets valued on a depreciated replacement cost basis. Here the valuer bases their assessment on the cost to the Council of replacing the service potential of the assets; the uncertainty relates to the estimated costs of, rather than the extent of, service potential to be replaced. Covid-19 may also have a further impact of the value of assets subsequent to the balance sheet date. There is to date, limited market evidence to indicate the impact on particular categories of non-current asset.

The valuer has provided estimates for the range of uncertainty attached to the valuation of Council dwellings. The valuation of Council dwellings requires the use of an Adjustment Factor which is applied to the vacant possession value of the housing stock to arrive at the reported Existing Use Value – Social Housing (EUV-SH). The Adjustment Factor is based on the ratio of private and public sector rents and yields. Rental ratios are established from data provided by the Council and from Local Housing Allowances, HM Rent Service, RICS, and using information on private sector rents from research including local letting agents. Information on yields is derived from the RICS, Building Society and Chartered Surveyor firm publications, and government publications.

In addition, the valuers have provided estimates for uncertainty which may apply to Investment property yields, however, there is limited market evidence to suggest that the yields used for valuation purposes may change.

#### Effect if Actual Results Differ from Assumptions

A sensitivity analysis has been undertaken by the valuer to examine the potential impact if the Adjustment Factor was increased or decreased by 5%, this being the tolerance listed within the valuation guidance published by the Ministry for Housing Communities and Local Government (MHCLG). The EUV-SH for the Council housing stock at 30 September 2019 is £294,573,740. A 5% increase or decrease to the Adjustment Factor would result in an increase or decrease of £34,893,830 (11.85%) to the value of the Council housing stock.

The sensitivity analysis for Investment property yields assumes a +/- 0.5% potential movement for the average yield across the total investment property portfolio. A 0.5% decrease in the average yield would result in an increase of £948,000 in the value of Investment property. If the average yield was to increase by 0.5%, the value of investment property would reduce by £829,000.

## 5. Adjustments between Accounting Basis and Funding Basis under Regulations

	Usable Reserves				Total	2018/19
	General Fund Balance	Housing Revenue Account	Capital Receipts Reserve	Capital Grants Unapplied		
	£'000	£'000	£'000	£'000	£'000	£'000
<u>Adjustments involving the Capital Adjustment Account</u>						
Depreciation and impairment on non-current assets	(36,987)	(12,676)	0	0	(49,663)	(47,692)
Revaluation Losses on Property, Plant & Equipment	(2,277)	(10)	0	0	(2,287)	(4,861)
Reversal revaluation gains	763	45	0	0	808	3,022
Movements in Fair Value of Investment Properties	195	0	0	0	195	(403)
Amortisation of Intangible Assets	(859)	0	0	0	(859)	(835)
Capital grants and contributions credited to the Comprehensive Income & Expenditure Statement	35,658	10,604	0	0	46,262	25,847
Amounts of non current assets written off on disposal as part of the gain/loss	(1,014)	(51)	0	0	(1,065)	(3,859)
<u>Items not debited or credited to the Comprehensive Income &amp; Expenditure Statement</u>						
Statutory provision for repayment of debt	11,745	4,436	0	0	16,181	17,001
Capital expenditure charged to the General Fund and HRA balances	1,552	2,089	0	0	3,641	5,435
<u>Adjustments involving the Capital Receipts Reserve</u>						
Transfer of sale proceeds credited as part of the gain/loss on disposal	1,147	175	(1,322)	0	0	0
Use of the Capital Receipts Reserve to finance new capital expenditure	0		1,255	0	1,255	2,307
<u>Adjustments involving the Capital Grants Unapplied Account</u>	0	0	0	1,391	1,391	(3,493)
<u>Adjustments involving the Financial Instruments Adjustment Account</u>	547	177	0	0	724	723
<u>Adjustments involving the Pensions Reserve</u>						
Employer's pensions contributions and direct payments to pensioners payable in the year	17,025	1,163	0	0	18,188	18,107
Reversal of items relating to retirement benefits debited or credited to the Comprehensive Income and Expenditure Statement	(36,049)	(2,600)	0	0	(38,649)	(41,078)
<u>Adjustments involving Short Term Accumulated Absences Account</u>						
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	(939)	51	0	0	(888)	(617)
<b>Total Adjustments</b>	<b>(9,493)</b>	<b>3,403</b>	<b>(67)</b>	<b>1,391</b>	<b>(4,766)</b>	<b>(30,396)</b>

## 6. Expenditure and Funding Analysis - 2019/20

	Net Expenditure charged to the General Fund and HRA Balances £000	Adjustments between the Funding and Accounting Basis £000	Net Expenditure in the Comprehensive Income and Expenditure Statement £000
Education & Children's Services	157,763	21,611	179,374
Health & Social Care	56,611	3,982	60,593
Housing & Environment	56,585	23,555	80,140
Corporate and Democratic Services	29,459	7,271	36,730
Housing Revenue Account	(8,072)	11,942	3,870
Valuation Joint Board	1,248	0	1,248
Non Distributed Costs	1,553	(1,553)	0
<b>Cost of Services</b>	<b>295,147</b>	<b>66,808</b>	<b>361,955</b>
Other Income and Expenditure	(298,033)	(60,718)	(358,751)
<b>(Surplus) or Deficit on Provision of Services</b>	<b>(2,886)</b>	<b>6,090</b>	<b>3,204</b>
Opening General Fund and HRA Balance	(48,441)		
Surplus on General Fund and HRA Balance in Year	(2,886)		
Transfers from other Statutory Reserves	1,031		
<b>Closing General Fund and HRA Balance at 31 March 2020</b>	<b>(50,296)</b>		

This note provides a reconciliation of the main adjustments to Net Expenditure Chargeable to the General Fund and HRA Balances to arrive at the amounts in the Comprehensive Income and Expenditure Statement. The relevant transfers between Reserves are explained in the Movement in Reserves Statement.

### Notes to the Expenditure and Funding Analysis - adjustments between funding and accounting basis

Adjustments from General Fund to arrive at the Comprehensive Income and Expenditure Statement amounts	Adjustments for Capital Purposes Note A £ '000	Net change for the Pensions Adjustments Note B £ '000	Other Differences Note C £ '000	Total Adjustments £ '000
<b>COUNCIL SERVICES</b>				
Education & Children's Services	14,305	6,605	701	21,611
Health & Social Care	855	2,966	161	3,982
Housing & Environment	18,224	5,412	(81)	23,555
Corporate and Democratic Services	4,224	2,888	159	7,271
Housing Revenue Account	10,752	1,242	(52)	11,942
Non Distributed Costs	0	(1,553)	0	(1,553)
<b>Cost of Services</b>	<b>48,360</b>	<b>17,560</b>	<b>888</b>	<b>66,808</b>
Other Operating Expenditure and Income	(257)	0	0	(257)
Financing and Investment Income and Expenditure	(16,376)	2,901	(724)	(14,199)
Taxation and Non-Specific Grant Income	(46,262)	0	0	(46,262)
<b>Other income and expenditure from the Expenditure and Funding Analysis</b>	<b>(62,895)</b>	<b>2,901</b>	<b>(724)</b>	<b>(60,718)</b>
<b>Difference between General Fund surplus or deficit and Comprehensive Income and Expenditure Statement Surplus or Deficit on the Provision of Services</b>	<b>(14,535)</b>	<b>20,461</b>	<b>164</b>	<b>6,090</b>



## Expenditure and Funding Analysis - 2018/19

	Net Expenditure charged to the General Fund and HRA Balances £000	Adjustments between the Funding and Accounting Basis £000	Net Expenditure in the Comprehensive Income and Expenditure Statement £000
Education & Children's Services	149,543	19,101	168,644
Health & Social Care	51,708	5,346	57,054
Housing & Environment	59,695	23,310	83,005
Corporate and Democratic Services	29,238	6,837	36,075
Housing Revenue Account	(7,402)	12,793	5,391
Valuation Joint Board	1,149	0	1,149
Non Distributed Costs	1,534	(1,534)	0
<b>Cost of Services</b>	<b>285,465</b>	<b>65,853</b>	<b>351,318</b>
Other Income and Expenditure	(287,491)	(41,531)	(329,022)
<b>(Surplus) or Deficit on Provision of Services</b>	<b>(2,026)</b>	<b>24,322</b>	<b>22,296</b>
Opening General Fund and HRA Balance	(52,099)		
Surplus on General Fund and HRA Balance in Year	(2,026)		
Transfers to other Statutory Reserves	5,684		
<b>Closing General Fund and HRA Balance at 31 March 2019</b>	<b>(48,441)</b>		

This note provides a reconciliation of the main adjustments to Net Expenditure Chargeable to the General Fund and HRA Balances to arrive at the amounts in the Comprehensive Income and Expenditure Statement. The relevant transfers between Reserves are explained in the Movement in Reserves Statement.

### Notes to the Expenditure and Funding Analysis - adjustments between funding and accounting basis

Adjustments from General Fund to arrive at the Comprehensive Income and Expenditure Statement amounts	Net change for the			Total Adjustments £ '000
	Adjustments for Capital Purposes Note A £ '000	Pensions Adjustments Note B £ '000	Other Differences Note C £ '000	
<b>COUNCIL SERVICES</b>				
Education & Children's Services	11,760	6,761	580	19,101
Health & Social Care	2,476	3,052	(182)	5,346
Housing & Environment	16,143	7,051	116	23,310
Corporate and Democratic Services	3,195	3,603	39	6,837
Housing Revenue Account	11,356	1,373	64	12,793
Non Distributed Costs	0	(1,534)	0	(1,534)
<b>Cost of Services</b>	<b>44,930</b>	<b>20,306</b>	<b>617</b>	<b>65,853</b>
Other Operating Expenditure and Income	(1,030)	0	0	(1,030)
Financing and Investment Income and Expenditure	(16,596)	2,665	(723)	(14,654)
Taxation and Non-Specific Grant Income	(25,847)	0	0	(25,847)
<b>Other income and expenditure from the Expenditure and Funding Analysis</b>	<b>(43,473)</b>	<b>2,665</b>	<b>(723)</b>	<b>(41,531)</b>
<b>Difference between General Fund surplus or deficit and Comprehensive Income and Expenditure Statement Surplus or Deficit on the Provision of Services</b>	<b>1,457</b>	<b>22,971</b>	<b>(106)</b>	<b>24,322</b>

## Explanation to the Expenditure and Funding Analysis

### Adjustments for Capital Purposes

Note A Adjustments for Capital Purposes 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.
- **Financing and investment income and expenditure** – the statutory charges for capital financing and other revenue contributions are deducted from other income and expenditure as these are not chargeable under generally accepted accounting practices.
- **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 conditions which were satisfied in the year.

### Net Change for the Pensions Adjustments

Note B Net change 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 Comprehensive Income and Expenditure Statement

### Other Differences

Note C Other differences between the amounts debited/credited to the Comprehensive Income and Expenditure Statement and amounts payable/receivable to be recognised under statute:

- **For Financing and investment income and expenditure** the other differences column recognises adjustments to the General Fund for the timing differences for premiums and discounts and stepped interest rate loans
- **For services** this represents the removal of the increase or decrease in the employee statutory adjustment account.

## 7. Transfer (to)/from General Fund Reserves

The Reserves Strategy that the Council approved in March 2020 earmarked funding towards specific or known future commitments. The following table sets out the updated balances as at 31 March 2020 for these Earmarked Reserves taking cognisance of the final year-end position.

	Balance as at 1 April 2019 £'000	Transfers (In)/Out £'000	Balance as at 31 March 2020 £'000
Developer Contributions: Commuted Sums & Infrastructure and Affordable Housing	(4,479)	(1,799)	(6,278)
Affordable Housing (Resources accrued from reduced Council Tax Discounts)	(5,244)	(578)	(5,822)
Transformation Programme (including Workforce Management and Organisational	(9,106)	3,784	(5,322)
Revenue Grants	(1,823)	(4,221)	(6,044)
Revenue Budget Flexibility	(3,591)	1,184	(2,407)
Perth High School	(1,699)	91	(1,608)
Remodelling of Residential Care (Children & Young People)	(1,693)	187	(1,506)
Devolved School Management (DSM)	(1,067)	(157)	(1,224)
Car Parking	(854)	(329)	(1,183)
Secondary Schools	(1,799)	786	(1,013)
Perth & Kinross Offer	0	(499)	(499)
Culture	(363)	(55)	(418)
PH2O	0	(407)	(407)
Works Maintenance	(1,550)	1,150	(400)
Modern Apprentices/Graduate Trainees	(212)	(97)	(309)
Community Action Partnerships	(135)	(95)	(230)
Grounds Maintenance	0	(225)	(225)
Planning Appeals and Public Inquiries	(208)	(3)	(211)
Contaminated Land	(176)	(27)	(203)
Health and Social Care Partnership	0	(180)	(180)
Central Energy Efficiency and Salix Funds	(150)	(24)	(174)
Financial Assistance	(136)	(20)	(156)
Events and Rural Communities	0	(120)	(120)
Bridge Feasibility Studies	(18)	(114)	(132)
Investment in North Inch Golf Course	0	(117)	(117)
Local Government Elections	(53)	(53)	(106)
Micro Loans Fund	0	(60)	(60)
Public Service Network	(17)	0	(17)
Community Improvement Fund	(21)	17	(4)
Flood Protection Works	(193)	193	0
Perth City Centre Projects	(180)	180	0
Earmarked Balances at 31 March 2020	<u>(34,767)</u>	<u>(1,608)</u>	<u>(36,375)</u>

### Purpose of Earmarked General Fund Balances

**Developer Contributions: Commuted Sums & Infrastructure and Affordable Housing** - the Enterprise & Infrastructure Committee approved supplementary guidance on 3 September 2014 for developer contributions covering community greenspace, primary education, Auchterarder A9 junction improvements, affordable housing and transport infrastructure. These sums are held in the Council's Reserves until they are applied to relevant schemes. The application of these resources will be reported to the Strategic Policy & Resources Committee through the revenue and capital monitoring process.

**Affordable Housing (Resources accrued from reduced Council Tax Discounts)** - these reserves have been generated as a result of the Council's policy on varying the level of council tax charged for long term empty properties and second homes. These resources can only be used for the provision of affordable housing. The application of these resources will be reported to the Strategic Policy & Resources Committee through the revenue monitoring process.

**Transformation Programme (including Workforce Management and Organisational Change)** – the Reserves Strategy in February 2018 approved these resources as earmarked to support the Council's transformation programme including the costs of any workforce management and cultural change measures required to respond to future financial challenges. The application of these resources will be reported to the Strategic Policy & Resources Committee through the revenue monitoring process.

**Revenue Grants** - these grants are being carried forward in reserves as the grant conditions have been met but the expenditure has not been fully incurred.

**Revenue Budget Flexibility** – to assist in the management of the Revenue Budget, the Council's approved budget flexibility scheme permits Services to carry forward under or over spends from one financial year into future financial years within set limits and with the prior approval of Council. The amount carried forward can only be utilised for purposes approved by Council.

**Perth High School** - these resources were earmarked as part of 2016/17 Revenue Monitoring Report 1 to the Strategic Policy and Resources Committee (Report No. 16/400 refers) for future maintenance works at Perth High School and is being phased over a number of years.

**Remodelling of Residential Care (Children & Young People)** – The Council meeting of 16 August 2017 approved the review and remodelling of residential care (children and young people) and the financial resources to fund this transformation project (Report No.17/262 refers). The Council approved £500,000 from transformation funding and £500,000 from uncommitted Reserves and up to £700,000 from the Education and Children Services budget. 2017/18 Revenue Monitoring Report 3 to the Strategic Policy & Resources Committee approved £300,000 to be transferred from Education and Children Services to this earmarked balance (Report No.18/41 refers) and a further £400,000 as part of the year end position. These resources are being phased over a number of years.

**Devolved School Management (DSM)** – the amount shown is the accumulated sum available to be carried forward at 31 March 2020 under the approved scheme for managing these budgets. The purposes for which the earmarked amount can be used and the procedures for its management and control are detailed in the Council's approved DSM scheme.

**Car Parking** – this balance is the accumulated surplus at 31 March 2020 which is restricted in its application under the Road Traffic Regulation Act 1984. Any proposals to utilise these resources will require approval by the Strategic Policy and Resources Committee.

**Secondary Schools** – £649,000 of these resources were earmarked as part of the 2015/16 Revenue Monitoring Report 1 to the Strategic Policy & Resources Committee (report 15/395 refers) to equip the new secondary school at Bertha Park. A further £650,000 was approved as part of the 2016/17 and 2017/18 Revenue Budget processes as budget flexibility and £100,000 transferred from the amount earmarked for Investment and Learning. The 2017/18 Revenue Monitoring Report 3 (report 18/41 refers) approved a further £400,000 from the Education and Children's Services budget towards this project. The remaining £1,013,000 will be phased over a number of years.

**Perth & Kinross Offer** – The Strategic Policy and Resources Committee approved the transfer of £262,000 as part of Revenue Monitoring Report 3 to fund future expenditure on Perth & Kinross Offer (Report No 20/22). This was augmented by further underspends in Report 4 of £200,000 and a final year end underspend of £37,000. The application of these resources will be applied in future years.

**Culture** – there is £363,000 approved for developing the cultural offer from the final under spend in the 2018/19 Revenue Budget and reported to Strategic Policy & Resources Committee during the year. This was further increased by £55,000 during 2019/20. The application of these resources will be reported to the Strategic Policy & Resources Committee through the revenue monitoring process.

**PH2O** – The Strategic Policy and Resources Committee approved the transfer of £350,000 from a budget of £500,000 as part of 2019/20 Revenue Monitoring Report 3 to the Strategic Policy & Resources Committee to fund the future design and business operating model of the PH2O project (Report No 20/22 refers). This was augmented by a further underspend of £57,000. This will be utilised in future years.

**Works Maintenance** - The Council continues to earmark a remaining £400,000 for future works maintenance approved as part of the 2018/19 – 2020/21 revenue budget. The application of these resources will be reported to the Strategic Policy & Resources Committee through the revenue monitoring process.

**Modern Apprentices/Graduate Trainees** - the Strategic Policy and Resources Committee approved the transfer of the final under spend on modern apprentices and graduate trainees during 2019/20 to fund future expenditure in this area.

**Community Action Partnership** – £232,000 was approved for earmarking for Communities in the 2017/18 Revenue Monitoring Report 3 by the Strategic Policy & Resources Committee (Report No.18/41 refers), with a further £70,000 approved in Revenue Monitoring Report 4 (Report 18/133 refers), and a further increase of £10,000 as part of the year end position. During 2019-20 a further £95,000 increased the amount to be earmarked. The application of the balance of these resources will be reported to the Strategic Policy & Resources Committee through the revenue monitoring process.

**Grounds Maintenance** – The Strategic Policy and Resources Committee approved the transfer of £225,000 as part of 2018/19 Revenue Monitoring Report 4 to fund road safety measures around the A9/A85 project. (Report No 19/110 refers). This will be utilised over the next 3 financial years.

**Planning Appeals and Public Inquiries** – under spends in previous years have been earmarked to fund future planning appeal and public inquiry expenses. The application of these resources will be reported to the Strategic Policy & Resources Committee through the revenue monitoring process.

**Contaminated Land** – these resources are earmarked to fund future remediation work to comply with the Council's statutory duty. The application of these resources will be reported to the Strategic Policy & Resources Committee through the revenue monitoring process.

**Health and Social Care Partnership** – The Council approved as part of the 2019/20 revenue budget £250,000 towards investment in health and social care transformation. There are £180,000 of resources remaining. (Report 19/46 refers)

**Central Energy Efficiency and Salix Funds** – these funds are a means of pooling resources together with savings achieved from the implementation of energy conservation and efficiency schemes to fund expenditure on further schemes of the same type. The application of these resources will be reported to the Strategic Policy & Resources Committee through the revenue monitoring process.

**Financial Assistance** – at its meeting on 9 February 2006 the Council approved the creation of a recurring budget to fund its anticipated contribution to the Mod and other events across Perth and Kinross.

**Events and Rural Communities** – The Strategic Policy and Resources Committee approved the transfer of £120,000 as part of 2019/20 Revenue Monitoring Report 1 to fund future expenditure on events and rural communities (Report No 19/246 refers). It is anticipated that this will be utilised in 2020/21.

**Bridge Feasibility Studies** - the Council originally earmarked £808,000 for testing and assessment of the Queens Bridge, Perth and Old Perth Bridge (Report No. 17/60 refers) with the remaining balance to be utilised in 2020/21.

**Investment in North Inch Golf Course**– The Strategic Policy & Resources Committee approved the transfer of £117,000 as part of Revenue Monitoring Report 2 to fund future investment in North Inch Golf Course (Report No 19/340 refers). This will be utilised in future years.

**Local Government Elections** – these resources are earmarked in reserves as a contribution to local elections. The application of these resources will be reported to the Strategic Policy & Resources Committee through the revenue monitoring process.

**Micro Loans Fund** – these resources were allocated during the revenue budget process for 2019/20, and are being earmarked as there was a delay in implementing the scheme for assisting small businesses with start up costs.

**Public Service Network** – these resources are earmarked in reserves to fund ongoing work required beyond initial accreditation. The application of these resources will be reported to the Strategic Policy & Resources Committee through the revenue monitoring process.

**Community Improvement Fund** – The Council earmarked £600,000 as part of the 2018/19 Revenue Budget and a further £600,000 was approved to be earmarked during 2019/20. These resources will be reported to the Strategic Policy & Resources Committee. The remaining balance of £4,000 continues to be earmarked.

**Flood Protection Works** – these resources were fully utilised during 2019/20.

**Perth City Centre Projects** – these resources were fully utilised during 2019/20.

## 8. Other Operating Expenditure / Income

	2019/20 £'000	2018/19 £'000
Gains on the Disposal of Non Current Assets	(257)	(870)
Share of Tayside Contracts surplus	(588)	(525)
Total	<u>(845)</u>	<u>(1,395)</u>

## 9. Financing and Investment Income and Expenditure

	2019/20 £'000	2018/19 £'000
Interest payable and similar charges	22,906	19,762
Pensions interest cost and expected return on pensions assets	2,901	2,665
Interest receivable and similar income	(1,426)	(357)
Income in relation to investment properties and changes in their fair value	(1,112)	(735)
Total	<u>23,269</u>	<u>21,335</u>

## 10. Taxation and Non Specific Grant Incomes

	2019/20 £'000	2018/19 £'000
Council Tax Income	(83,548)	(79,668)
Non Domestic Rates	(56,387)	(51,793)
Non Ringfenced Government Grants	(194,978)	(191,654)
Capital Grants and Contributions	(46,262)	(25,847)
Total	<u>(381,175)</u>	<u>(348,962)</u>

## 11. Material Items of Income and Expense

There have been no material items of income and expenditure during 2019/20 which are not disclosed on the face of the Comprehensive Income and Expenditure Statement.

## 12. Premiums and Discounts on Debt Rescheduling Written Down

The Code requires that any premiums or discounts arising from debt rescheduling should be written off in the year they were incurred, except in limited circumstances where they would qualify as a 'modification' of debt. During 2019/20, there were no such debt modifications.

The net amount of premium and discount debited to the General Fund and HRA, including for transactions prior to 1 April 2007 (as permitted by statutory guidance), from the Financial Instruments Adjustment Account was £707,000 (2018/19 £707,000).

### 13. General Grants, Bequests and Donations

Perth & Kinross Council is represented on, exercises influence over and provides grants to a large number of outside bodies which provide services to the public, consistent with the Council's statutory responsibilities.

During 2019/20 a total of £14,619,000 (2018/19 £14,224,000) was paid out in support of these organisations ranging from remission of hall rents of a few pounds to the contribution towards the operational and other costs of Live Active Leisure Limited of £4,686,000 (2018/19 £4,724,000). Details of grants are shown below.

	2019/20 £'000	2018/19 £'000
Service Level Agreements with Outside Organisations	3,380	3,408
Live Active Leisure Limited	4,686	4,724
Culture Perth & Kinross	3,256	3,264
Horsecross Arts Ltd	1,280	1,156
Perth Money Advice Service	409	402
Churches Action for the Homeless	254	248
Pitlochry Festival Theatre	220	220
Micro Business Grants	152	0
Perthshire Women's Aid	78	78
Perth & Kinross Heritage Trust	94	86
Perth & Kinross Countryside Trust	30	30
Vacant Property Grants	25	57
Perth & Kinross Sports Council	11	11
Other Miscellaneous Grants	744	540
	<b>14,619</b>	<b>14,224</b>

### 14. Expenditure and Income Analysed by Nature

The Council's expenditure and income is analysed as follows:

	2019/20 £'000	2018/19 £'000
<b>Expenditure/Income</b>		
<b>Expenditure</b>		
Employee benefits expenses	220,391	210,462
Other services expenses	218,824	208,258
Net Contribution to Integration Joint Board	54,077	51,661
Support service recharges	2,089	2,174
Depreciation, amortisation, impairment	51,806	50,769
Interest payments	22,906	22,426
<b>Total Expenditure</b>	<b>570,093</b>	<b>545,750</b>
<b>Income</b>		
Fees, charges and other service income	139,186	131,727
Interest and investment income	2,424	1,409
Taxation and Non-Specific Grant Income	381,175	348,962
Government grants and contributions	43,847	40,486
Gain on the disposal of assets	257	870
<b>Total Income</b>	<b>566,889</b>	<b>523,454</b>
<b>Deficit on the Provision of Services</b>	<b>3,204</b>	<b>22,296</b>

## 15. Agency Services

Agency arrangements operate in some Services where the Council undertakes work on behalf of other local authorities; Scottish Water; government; and other public bodies. The main items of income and related expenditure, which are included within the Comprehensive Income and Expenditure Account, are shown below.

	2019/20 Income £'000	2019/20 Expenditure £'000	2018/19 Income £'000	2018/19 Expenditure £'000
<u>Education &amp; Children's Services</u>				
Provision of Pupil Support Assistants to other local authorities	113	113	139	139
<u>Housing and Environment</u>				
Receipts from other local authorities for cross boundary bus services	17	17	16	16
<u>Corporate and Democratic Services</u>				
Income from Scottish Water	444	444	444	444
Totals	<u>574</u>	<u>574</u>	<u>599</u>	<u>599</u>

## 16. External Audit Costs

In 2019/20 Perth and Kinross Council incurred the following fees relating to external audit services provided in accordance with the Code of Audit Practice:

	2019/20 £'000	2018/19 £'000
External Audit Fees	<u>284</u>	<u>277</u>

This includes £3,500 in respect of the audit of charitable trusts where the Council is the sole trustee (2018/19 £3,100).

## 17. Termination Benefits

The Council terminated the contracts of a number of employees in 2019/20, incurring liabilities of £407,000 (£574,000 in 2018/19). These were in relation to 78 officers (97 in 2018/19) from all Services across the Council throughout 2019/20 and will deliver full year recurring savings of approximately £260,000.

## 18. Post-Employment Benefits

International Accounting Standard 19 'Employee Benefits' (IAS 19) prescribes how pension costs and liabilities are to be disclosed in the financial statements. The standard requires employing organisations to account for post-employment benefits in the period in which they are committed to give them, even if the actual payment of these benefits will be many years in the future. The following notes are prepared in accordance with the code guidance on disclosure requirements in respect of IAS 19.

Perth & Kinross Council participates in two different pension schemes, one for teaching staff and a separate scheme for all other employees.

### Pensions Schemes Accounted for as Defined Contribution Schemes

#### Teachers

Teachers employed by the Council are members of the Teachers' Pension Scheme, administered by the Scottish Government. The Scheme provides teachers with specified benefits upon their retirement, and the Council contributes towards the costs by making contributions based on a percentage of members' pensionable salaries.

The scheme is technically a defined benefit scheme. However, the Scheme is unfunded and the Scottish Government uses a notional fund as the basis for calculating the employers' contribution rate paid by local authorities. The Council is not able to identify its share of the underlying financial position and performance of the scheme with sufficient reliability for accounting purposes. For the purposes of the Statement of Accounts, it is therefore accounted for on the same basis as a defined contribution scheme.

In 2019/20, the Council paid £12,590,572 to the Teachers' Pensions scheme in respect of teachers' retirement benefits, representing 23% of pensionable pay. The figures for 2018/19 were £9,608,382 and 17.2%. There were no contributions remaining payable at the year-end. Additional payments relating to added year's benefits, which the

Council has inherited from predecessor authorities or awarded itself, together with related increases, amounted to £208,184 (2018/19 £216,616).

## **Pension Schemes Accounted for as Defined Benefit Pension Schemes**

### ***Local Government Pension Scheme***

The post-employment scheme for other employees, subject to certain qualifying criteria, is the Local Government Pension Scheme (LGPS) which is administered in this area by Dundee City Council in respect of all local authorities and admitted bodies in the former Tayside 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.

#### **Benefits**

- It is a Career Average Revalued Earnings scheme, meaning that the Council and employees pay contributions into a fund, calculated at a level to balance the pension's liability with investment assets.
- The pension's accrual rate guarantees a pension based on 1/49th of career average revalued earnings and years of pensionable service. There is no automatic entitlement to a lump sum. Members may opt to give up (commute) pension for lump sum up to the limit set by the Finance Act 2004. 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 Tayside Pension Fund is operated under the regulatory framework for the LGPS in Scotland and the governance of the scheme is the responsibility of the Tayside Pension Fund Committee. This Committee is comprised solely of elected members of Dundee City Council. Employing authorities (including Perth & Kinross Council) are represented at the Tayside 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 scheduled bodies) such as Perth & Kinross 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 parties. Any deficit arising from the cessation valuation will usually be levied on the departing admission body as a capital payment.

#### **Principal Risks**

- The principal risks to the scheme are the longevity assumptions, statutory changes to the scheme, changes to inflation, bond yields and the performance of the investments held by the scheme. These are mitigated to a certain extent by the statutory requirements to charge the General Fund the amount due by statute as described in the accounting policy note.

#### **Discretionary Post-employment Benefits**

- Discretionary post-retirement benefits on early retirements are an unfunded defined benefit arrangement, under which liabilities are recognised when an award is made. There are no plan assets built up to meet these pension liabilities.

The contributions paid into the scheme by employees and member pension benefits are prescribed, for the period to which the accounts relate, by the Local Government Pensions Scheme (Scotland) Regulations 1998 as amended. Perth & Kinross Council's contributions, as an employer, into the Tayside Pension Fund are subject to the advice of the Fund actuary.

The Local Government Pension Scheme allows for the award of discretionary post-employment benefits upon early retirement. This is an unfunded defined benefit final arrangement, under which liabilities are recognised when awards are made. However, there are no investment assets built up to meet the pension's liabilities, and cash has to be generated to meet actual pension's payments as they eventually fall due.

#### **Guaranteed Minimum Pension (GMP) Equalisation**

As a result of the High Court's recent Lloyds ruling on the equalisation of GMPs between genders, a number of pension schemes have made adjustments to accounting disclosures to reflect the effect this ruling has on the value of pension liabilities. It is our understanding that HM Treasury has confirmed that the judgement "does not impact on the current method used to achieve equalisation and indexation in public service pension schemes".

On 22 January 2018, the Government published the outcome to its Indexation and equalisation of GMP in public service pension schemes consultation, concluding that the requirement for public service pension schemes to fully price protect the GMP element of individuals' public service pension would be extended to those individuals reaching



State Pension Age (SPA) before 6 April 2021. HM Treasury published a Ministerial Direction on 4 December 2018 to implement this outcome, with effect from 6 April 2016.

The Council's valuation assumption for GMP is that the Fund will pay limited increases for members that have reached SPA by 6 April 2016, with the Government providing the remainder of the inflationary increase. For members that reach SPA after this date, the Council has assumed that the Fund will be required to pay the entire inflationary increase. Therefore, the Council has not made any adjustments to the value placed on the liabilities as a result of the above outcome.

#### McCloud Judgement

On 20 December 2018 the Court of Appeal ruled that transitional arrangements offered to some public sector pension scheme members amounted to unlawful discrimination. This related to new schemes set up in 2015 which typically meant older workers could stay in the existing, more generous schemes, while younger workers had to transfer to the new schemes. In June 2019, the Supreme Court upheld the ruling. The 2018/19 Statement of Accounts included a liability of £5.29m in respect of McCloud which has been included by the Actuaries in the starting position for the estimate of the 2019-20 pension liability and forms part of the remeasurement of the pension liability at 31 March 2020. The potential impact upon the pension liability is currently unknown, however the Actuary has advised that their approach closely replicates the proposed remedy. Any change is therefore unlikely to be material.

#### Career Average Revalued Earnings Scheme (CARE)

The Local Government Pension Scheme changed from Final Salary to Career Average Revalued Earnings (CARE) on 1 April 2015, with a change of accrual rate from 1/60<sup>th</sup> to 1/49<sup>th</sup>. Employees who were previously paying into the Final Salary scheme were automatically transferred into the new CARE scheme on 1 April 2015.

#### **Transactions Relating to Post-Employment Benefits**

The Council recognises 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 the Council is 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.

##### **Local Government Pension Scheme**

	2019/20 £'000	2018/19 £'000
Comprehensive Income and Expenditure Statement		
Cost of Services		
- Service Cost	35,748	38,413
Financing and Investment Income and Expenditure		
- Net Interest on the Defined Liability	2,636	2,332
Administration Expenses	265	333
Total Post Employment Benefit Charged to the Surplus or Deficit on the Provision of Services	<u>38,649</u>	<u>41,078</u>
Remeasurement of the net defined benefit liability comprising:		
Expected return on pension fund assets in excess of interest	61,465	(16,081)
Changes in demographic assumptions	0	(29,344)
Changes in financial assumptions	(79,036)	42,548
Total Post Employment Benefit Credited to the Comprehensive Income & Expenditure Statement	<u>(17,571)</u>	<u>(2,877)</u>
Movement in Reserves Statement		
- Reversal of net charges made to the surplus or deficit on the Provision of Services for post-employment benefits in accordance with the code	<u>(38,649)</u>	<u>(41,078)</u>
Actual amount charged against the General Fund Balance for pensions in the year:		
Employers' contributions and direct payments payable to Tayside Pension Fund	<u>18,188</u>	<u>18,107</u>

#### **Pensions Assets and Liabilities Recognised in the Balance Sheet**

The amount included in the Balance Sheet arising from the Council's obligation in respect of its defined benefit scheme is as follows:

	31 March 2020 £'000	31 March 2019 £'000
Present Value of the Defined Benefit Obligation	840,283	881,269
Present Value of Unfunded Obligation	21,940	24,271
Closing Defined Benefit Obligation	<u>862,223</u>	<u>905,540</u>
Fair Value of Pension Fund Assets (Bid Value)	<u>(740,791)</u>	<u>(786,998)</u>
<b>Net Liability in Balance Sheet</b>	<u>121,432</u>	<u>118,542</u>

A reconciliation of Perth & Kinross Council's share of the present value of Tayside Pension Fund's defined benefit obligation (liabilities) is as follows:

	31 March 2020 £'000	31 March 2019 £'000
Opening Defined Benefit Obligation	905,540	854,547
Current Service Cost	35,346	30,343
Interest Cost	21,484	21,561
Change in Financial Assumptions	(79,036)	42,548
Change in demographic assumptions	0	(29,344)
Estimated Benefits Paid Net of Transfers In	(25,718)	(26,091)
Past Service Costs (including Curtailments)	402	8,070
Contributions by Scheme Participants	6,082	5,549
Unfunded Pension Payments	(1,877)	(1,643)
Closing Defined Benefit Obligation	<u>862,223</u>	<u>905,540</u>

A reconciliation of the movements in Perth & Kinross Council's share of the fair value of Tayside Pension Fund's assets is as follows:

	31 March 2020 £'000	31 March 2019 £'000
Opening Fair Value of Scheme Assets	786,998	756,099
Interest on Assets	18,848	19,229
Return on Assets Less Interest	(61,465)	16,081
Administration Expenses	(265)	(333)
Contributions by Employer Including Unfunded	18,188	18,107
Contributions by Scheme Participants	6,082	5,549
Estimated Benefits Paid Plus Unfunded Net of Transfers (Out)/In	(27,595)	(27,734)
Closing Fair Value of Scheme Assets	<u>740,791</u>	<u>786,998</u>

Perth & Kinross Council's share of Tayside Pension Fund's assets at 31 March 2020 comprised:

	31 March 2020		31 March 2019	
	£'000	%	£'000	%
Equities	489,766	66%	543,619	69%
Gilts	10,276	1%	11,269	1%
Other Bonds	130,895	18%	118,082	15%
Property	91,116	13%	98,247	13%
Cash	18,738	2%	15,781	2%
Total	<u>740,791</u>	<u>100%</u>	<u>786,998</u>	<u>100%</u>

A further breakdown of the assets is as follows:

	29 February 2020	28 February 2019
Equities		
Consumer	7%	10%
Manufacturing	2%	3%
Energy and Utilities	2%	5%
Financial Institutions	10%	13%
Health and Care	5%	6%
Information Technology	7%	7%
Others	11%	14%
Industrials	<u>n/a</u>	<u>n/a</u>
	44%	58%
Debt Securities		
Corporate Bonds	14%	12%
UK Government Bonds	1%	1%
Others	<u>1%</u>	<u>1%</u>
	16%	14%
Property		
UK Property	<u>11%</u>	<u>12%</u>
	11%	12%
Investment Fund Unit Trusts		
Equities	23%	12%
Bonds	<u>3%</u>	<u>2%</u>
	26%	14%
Cash & Cash Equivalents	3%	2%
Total	<u>100%</u>	<u>100%</u>

## 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 Barnett Waddingham Public Sector Consulting, an independent firm of actuaries. Estimates for the Tayside Pension Fund are based on the latest full valuation of the scheme as at 31 March 2020.

### The principal assumptions used by the actuary have been:

	2019/20	2018/19
Mortality Assumptions:		
Longevity at 65 for Current Pensioners:		
- Men	19.7	19.6
- Women	21.7	21.6
Longevity at 65 for Future Pensioners:		
- Men	21.4	21.3
- Women	23.5	23.4
Rate of Inflation CPI	1.9%	2.4%
Rate of Inflation RPI	2.4%	3.4%
Rate of Increase in Salaries	2.9%	3.4%
Rate of Increase in Pensions	1.9%	2.4%
Rate for Discounting Scheme Liabilities	2.4%	2.4%

The liabilities show the underlying commitments that the Council has in the long run to pay post-employment (retirement) benefits. The net liability of £121,432,000 has a substantial impact on the net worth of the Council as recorded in the Balance Sheet. However, statutory arrangements for funding the deficit mean that the financial position of the Council remains sound.

- The deficit on the local government scheme will be made good by increased contributions over the remaining working life of employees (i.e. before payments fall due) as assessed by the scheme actuary.
- Finance is only required to be raised to cover discretionary benefits when the pensions are actually paid.

The total contribution expected to be made to the Local Government Pension Scheme by the Council in the year to 31 March 2021 is £15,283,000.

### Change in Accounting Estimate

The derivation of the CPI assumption has changed at 31 March 2020. A long term gap between RPI and CPI of 80 basis points has been proposed, compared to 100 basis points at the prior year end. This results in an estimated increase in the defined benefit obligation of £35,000,000 compared to the approach taken the previous year.

### Sensitivity Analysis

The estimation of the defined benefit obligations is sensitive to the actuarial assumptions set out in the tables above. The sensitivity analysis below have been determined based on reasonably possible changes of the assumptions occurring at the end of the reporting period and assumes for each change that the assumption analysed changes while all the other assumptions remain constant. The 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.

Adjustment to discount rate	+0.1%	0.0%	-0.1%
- Present value of total obligation	£845,228,000	£862,223,000	£879,577,000
- Projected Service cost	£30,229,000	£30,986,000	£31,763,000
Adjustment to long term salary increase	+0.1%	0.0%	-0.1%
- Present value of total obligation	£864,408,000	£862,223,000	£860,057,000
- Projected Service cost	£31,001,000	£30,986,000	£30,971,000
Adjustment to pension increases and deferred revaluation	+0.1%	0.0%	-0.1%
- Present value of total obligation	£877,452,000	£862,223,000	£847,304,000
- Projected Service cost	£31,750,000	£30,986,000	£30,240,000
Adjustment to mortality age rating assumption	+ 1 year	None	-1 year
- Present value of total obligation	£900,667,000	£862,223,000	£825,534,000
- Projected Service cost	£32,048,000	£30,986,000	£29,959,000

## 19. Related Parties

The Council 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 Council.

### Scottish Government

The Scottish Government has effective control over the general operations of the Council – it is responsible for providing the statutory framework within which the Council operates, provides the majority of its funding in the form of grants and prescribes the terms of many of the transactions that the Council has with other parties (e.g. Council Tax bills). Grants received from government departments are set out in the subjective analysis in Note 14 on expenditure and income analysed by nature.

### Tayside Valuation Joint Board

The Tayside Valuation Joint Board provides services on behalf of Perth & Kinross, Angus and Dundee Councils. The Council does not have any direct control or influence over the board and the amount payable to this body for valuation services and electoral registration services was £1,528,000 (2018/19 £1,420,000). £1,248,000 is disclosed in the Comprehensive Income and Expenditure Statement under Valuation Joint Board and £280,000 under Corporate and Democratic Services for electoral and registration services.

### 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 in the Remuneration Report. During 2019/20, two councillors had an interest in businesses from which the Council commissioned works and services to the value of £31,487 and £1,424 respectively. Contracts were entered into in full compliance with the Council's standing orders and the Councillors' Code of Conduct.

In addition the Council makes revenue and capital payments to a large number of organisations on which Council members are represented.

### Live Active Leisure Ltd

This organisation provides leisure services within the area served by the Council. A grant was provided in 2019/20 amounting to £4,686,000 (2018/19 £4,724,000). It is a sole member Company with the Council as that member.

### Horsecross Arts Ltd

This organisation operates Perth Concert Hall and Perth Theatre. A grant was provided in 2019/20 amounting to £1,280,000 (2018/19 £1,156,000). It is a sole member Company with the Council as that member.

### Culture Perth & Kinross Ltd

This organisation has operated libraries, museums and arts galleries in Perth & Kinross since 1 April 2016. A grant was provided in 2019/20 amounting to £3,256,000 (2018/19 £3,264,000). It is a sole member Company with the Council as that member.

### Tayside Contracts Joint Committee

This organisation provides roads maintenance; catering and cleaning services to the Council. Payments to Tayside Contracts in 2019/20 amounted to £30,166,000 (2018/19 £25,963,000). The Joint Committee is administered and controlled by Dundee City, Angus and Perth & Kinross Councils.

### Health and Social Care Partnership

This organisation is a joint venture between Perth & Kinross Council and Tayside Health Board and has since 1 April 2016 provided an integrated Health and Social Care service. Payments to the Health & Social Care Partnership in 2019/20 amounted to £72,368,000 (2018/19 £69,541,000) and receipts amounted to £18,291,000 (2018/19 £17,880,000).

## 20. Leases

### Council as Lessee

The Council operates a Lease Car Scheme which is available to eligible employees and lease rental payments are recovered from employees. The car leasing agreements are due to expire during the financial years 2020/21 to 2021/22.

The Council has also acquired the use of a number of properties by entering into leasing arrangements. The majority of such properties are used for office accommodation and any capital works undertaken within these premises are written down over the shorter of the lease term or the useful life of the property.

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

	2019/20	2018/19
	£'000	£'000
Not later than one year	162	296
Later than one year and not later than five years	428	757
Later than five years	613	693
	<u>1,203</u>	<u>1,746</u>

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

	2019/20	2018/19
	£'000	£'000
Minimum lease payments	167	311
Sublease payments receivable	(13)	(11)
	<u>154</u>	<u>300</u>

#### Council as Lessor

The Council leases out property under operating leases at normal market rents with the following purpose:

Land for the generation of rental income arising from its use; land and buildings, which include offices and shops, for the supply of suitable business accommodation to promote economic development or satisfy social needs, or to solely generate rental income for the Council.

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

	2019/20	2018/19
	£'000	£'000
Not later than one year	1,302	1,244
Later than one year and not later than five years	4,471	4,351
Later than five years	49,843	47,006
	<u>55,616</u>	<u>52,601</u>

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. There were no material adjustments in respect of contingent rents during the years 2018/19 and 2019/20.

## 21. Property, Plant and Equipment

Movements on Fixed Assets 2019/20 in respect of Property, Plant & Equipment are shown below:

<b>Movements in 2019/20</b>	<b>Council Dwellings £'000</b>	<b>Other Land &amp; Buildings £'000</b>	<b>Vehicles Plant &amp; Equipment £'000</b>	<b>Infrastructure Assets £'000</b>	<b>Community Assets £'000</b>	<b>Sub Total c/fwd £'000</b>
<u>Gross Book Value</u>						
As at 1 April 2019	362,208	589,572	48,205	338,850	20,529	1,359,364
Additions	14,718	54,392	6,705	21,317	2,224	99,356
Revaluation increases recognised in the Revaluation Reserve	0	3,961	0	0	0	3,961
Revaluation decreases recognised in the Revaluation Reserve	(72,820)	(352)	0	0	0	(73,172)
Revaluation increases recognised in the Surplus/Deficit on the Provision of Services	0	420	0	0	0	420
Revaluation decreases recognised in the Surplus/Deficit on the Provision of Services	0	(1,772)	0	0	0	(1,772)
Derecognition - disposals	(909)	(467)	(3,635)	0	0	(5,011)
Asset reclassifications	1,401	2,195	0	0	0	3,596
Other Movements	0	1	0	0	0	1
As at 31 March 2020	304,598	647,950	51,275	360,167	22,753	1,386,743
<u>Depreciation</u>						
As at 1 April 2019	(60,527)	(43,786)	(31,985)	(119,666)	(10,318)	(266,282)
Depreciation charge for 2019/20	(12,541)	(18,039)	(6,170)	(11,700)	(1,213)	(49,663)
Depreciation written out to the Revaluation Reserve - revaluation gain	0	56	0	0	0	56
Depreciation written out to the Revaluation Reserve - revaluation loss	67,176	96	0	0	0	67,272
Depreciation written out to the Surplus/Deficit on the Provision of Services - revaluation gain	0	158	0	0	0	158
Depreciation written out to the Surplus/Deficit on the Provision of Services - revaluation loss	0	47	0	0	0	47
Derecognition - disposals	909	4	3,579	0	0	4,492
Asset reclassifications	0	87	0	0	0	87
As at 31 March 2020	(4,983)	(61,377)	(34,576)	(131,366)	(11,531)	(243,833)
Net Book Value at 31 March 2020	299,615	586,573	16,699	228,801	11,222	1,142,910

**Property, Plant and Equipment cont'd**
**Movements in 2019/20**

	Sub total b/fwd £'000	Surplus Assets £'000	Assets Under Construction £'000	Total PPE £'000	PFI & DBFM Assets Included in PPE £'000
<u>Gross Book Value</u>					
As at 1 April 2019	1,359,364	110	7,701	1,367,175	134,183
Additions	99,356	18	11,205	110,579	33,137
Revaluation increases recognised in the Revaluation Reserve	3,961	455	0	4,416	3,440
Revaluation decreases recognised in the Revaluation Reserve	(73,172)	(62)	0	(73,234)	0
Revaluation increases recognised in the Surplus/Deficit on the Provision of Services	420	230	0	650	0
Revaluation decreases recognised in the Surplus/Deficit on the Provision of Services	(1,772)	(506)	(112)	(2,390)	0
Derecognition - disposals	(5,011)	0	0	(5,011)	0
Asset reclassifications	3,596	1,490	(5,086)	0	555
Other Movements	1	0	0	1	0
As at 31 March 2020	<u>1,386,743</u>	<u>1,735</u>	<u>13,708</u>	<u>1,402,186</u>	<u>171,315</u>
<u>Depreciation</u>					
As at 1 April 2019	(266,282)	0	0	(266,282)	(17,818)
Depreciation charge for 2019/20	(49,663)	0	0	(49,663)	(5,961)
Depreciation written out to the Revaluation Reserve - revaluation gain	56	0	0	56	0
Depreciation written out to the Revaluation Reserve - revaluation loss	67,272	31	0	67,303	0
Depreciation written out to the Surplus/Deficit on the Provision of Services - revaluation gain	158	0	0	158	0
Depreciation written out to the Surplus/Deficit on the Provision of Services - revaluation loss	47	56	0	103	0
Derecognition - disposals	4,492	0	0	4,492	0
Asset reclassifications	87	(87)	0	0	0
As at 31 March 2020	<u>(243,833)</u>	<u>0</u>	<u>0</u>	<u>(243,833)</u>	<u>(23,779)</u>
Net Book Value at 31 March 2020	<u>1,142,910</u>	<u>1,735</u>	<u>13,708</u>	<u>1,158,353</u>	<u>147,536</u>

## Property, Plant and Equipment cont'd

### Comparative Movements in 2018/19

	Council Dwellings £'000	Other Land & Buildings £'000	Vehicles Plant & Equipment £'000	Infrastructure Assets £'000	Community Assets £'000	Sub Total c/fwd £'000
<u>Gross Book Value</u>						
As at 1 April 2018	339,412	582,972	45,942	306,489	18,571	1,293,386
Additions	14,359	11,515	5,935	32,361	1,958	66,128
Revaluation increases recognised in the Revaluation Reserve	0	7,454	0	0	0	7,454
Revaluation decreases recognised in the Revaluation Reserve	0	(9,166)	0	0	0	(9,166)
Revaluation increases recognised in the Surplus/Deficit on the Provision of Services	0	2,344	0	0	0	2,344
Revaluation decreases recognised in the Surplus/Deficit on the Provision of Services	0	(5,031)	0	0	0	(5,031)
Derecognition - disposals	(1,296)	(516)	(3,672)	0	0	(5,484)
Asset reclassifications	9,733	0	0	0	0	9,733
As at 31 March 2019	362,208	589,572	48,205	338,850	20,529	1,359,364
<u>Depreciation</u>						
As at 1 April 2018	(47,813)	(36,698)	(29,526)	(108,732)	(9,188)	(231,957)
Depreciation charge for 2018/19	(13,972)	(15,635)	(6,021)	(10,934)	(1,130)	(47,692)
Depreciation written out to the Revaluation Reserve - revaluation gain	0	4,381	0	0	0	4,381
Depreciation written out to the Revaluation Reserve - revaluation loss	0	3,146	0	0	0	3,146
Depreciation written out to the Surplus/Deficit on the Provision of Services - revaluation gain	0	568	0	0	0	568
Depreciation written out to the Surplus/Deficit on the Provision of Services - revaluation loss	0	452	0	0	0	452
Derecognition - disposals	1,258	0	3,562	0	0	4,820
As at 31 March 2019	(60,527)	(43,786)	(31,985)	(119,666)	(10,318)	(266,282)
Net Book Value at 31 March 2019	301,681	545,786	16,220	219,184	10,211	1,093,082



## Property, Plant and Equipment cont'd

### Comparative Movements in 2018/19

	Sub total b/fwd £'000	Surplus Assets £'000	Assets Under Construction £'000	Total PPE £'000	PFI Assets Included in PPE £'000
<u>Gross Book Value</u>					
As at 1 April 2018	1,293,386	915	8,588	1,302,889	134,152
Additions	66,128	0	10,242	76,370	31
Revaluation increases recognised in the Revaluation Reserve	7,454	0	0	7,454	0
Revaluation decreases recognised in the Revaluation Reserve	(9,166)	0	0	(9,166)	0
Revaluation increases recognised in the Surplus/Deficit on the Provision of Services	2,344	40	0	2,384	0
Revaluation decreases recognised in the Surplus/Deficit on the Provision of Services	(5,031)	(280)	0	(5,311)	0
Derecognition - disposals	(5,484)	(165)	(1,396)	(7,045)	0
Asset reclassifications	9,733	0	(9,733)	0	0
Assets reclassified to Held for Sale	0	(400)	0	(400)	0
As at 31 March 2019	<u>1,359,364</u>	<u>110</u>	<u>7,701</u>	<u>1,367,175</u>	<u>134,183</u>
<u>Depreciation</u>					
As at 1 April 2018	(231,957)	0	0	(231,957)	(13,357)
Depreciation charge for 2018/19	(47,692)	0	0	(47,692)	(4,461)
Depreciation written out to the Revaluation Reserve - revaluation gain	4,381	0	0	4,381	0
Depreciation written out to the Revaluation Reserve - revaluation loss	3,146	0	0	3,146	0
Depreciation written out to the Surplus/Deficit on the Provision of Services - revaluation gain	568	0	0	568	0
Depreciation written out to the Surplus/Deficit on the Provision of Services - revaluation loss	452	0	0	452	0
Derecognition - disposals	4,820	0	0	4,820	0
As at 31 March 2019	<u>(266,282)</u>	<u>0</u>	<u>0</u>	<u>(266,282)</u>	<u>(17,818)</u>
Net Book Value at 31 March 2019	<u><u>1,093,082</u></u>	<u><u>110</u></u>	<u><u>7,701</u></u>	<u><u>1,100,893</u></u>	<u><u>116,365</u></u>

### Capital Commitments

At 31 March 2020, the Council has entered into a number of contracts for the construction or enhancement of Property, Plant and Equipment in 2019/20 and future years budgeted to cost £30.572m. Similar commitments at 31 March 2019 were £19.949m. The total commitment is made up of the following:

	2019/20 £'000	2018/19 £'000
Education Projects	9,058	12,249
Roads & Bridges Improvement Schemes	3,353	2,268
Flood Prevention	364	95
Council Dwellings	13,404	0
Other Capital Projects	4,393	5,337
	<u>30,572</u>	<u>19,949</u>

## Valuation of Assets

### Revaluations

The Council carries out a rolling programme that ensures that all Property, Plant and Equipment required to be measured at its current value is revalued at least every five years.

The Council commissioned a valuation for the Council dwellings which was performed during the last quarter of financial year 2019/20. In addition, the Council's internal valuers performed valuations for a number of assets, including Investment properties, and properties requiring revaluation due to redevelopment or a change of use, during the last quarter of financial year 2019/20. In applying the Royal Institution of Chartered Surveyors (RICS) Valuation Global Standards ('Red Book'), a material uncertainty has been declared in the valuation reports. This is due to market uncertainties caused by Covid-19. The Red Book defines material uncertainty as 'where the degree of uncertainty in a valuation falls outside any parameters that might normally be expected and accepted.'

The valuation reports have been used to inform the measurement of non-current assets in these financial statements. Although the valuers have declared a material valuation uncertainty, the valuers have continued to exercise professional judgement in preparing the valuations and, therefore, this is the best information available to Council as at 31 March 2020 and can be relied upon.

Note 4 – Assumptions Made About the Future and Other Major Sources of Estimation Uncertainty provides additional information.

Surplus Assets are valued annually on a fair value basis. In terms of the fair value hierarchy, all Surplus Assets are valued at Level 2 and there were no transfers between Levels during the year.

	Council Dwellings £'000	Other Land and Buildings £'000	Surplus Assets £'000	Total £'000
Carried at historical cost	9,840	34,362	31	44,233
Values at current value as at:				
31 March 2020	294,758	52,014	1,640	348,412
31 March 2019	0	89,333	0	89,333
31 March 2018	0	75,509	0	75,509
31 March 2017	0	250,251	46	250,297
31 March 2016	0	146,481	18	146,499
Total Cost or Valuation	304,598	647,950	1,735	954,283

### Changes in Estimates

The Council has made no material changes to accounting estimates for Property, Plant and Equipment in 2019/20.

## 22. Heritage Assets

### Reconciliation of the carrying value of Heritage Assets held by the Council

	2019/20 Art Collection £'000	2019/20 War Memorials £'000	2019/20 Total £'000	2018/19 Art Collection £'000	2018/19 War Memorials £'000	2018/19 Total £'000
Cost or Valuation						
Balance at 1 April	27,733	48	27,781	27,535	46	27,581
Additions	0	0	0	0	2	2
Revaluations	0	0	0	198	0	198
Balance at 31 March	27,733	48	27,781	27,733	48	27,781

### Art Collection

The collection of Fine Art maintained and preserved by Culture Perth and Kinross, on behalf of Perth & Kinross Council is varied and includes oil paintings (approx. 1,225 items), watercolours (900), drawings (4,000), prints (1,500), and sculptures (150). The Fine Art collection also includes J D Fergusson and Margaret Morris archives which number approximately 30,000 items and include a number of significant works.

The Art Collection also includes silver, glass, ceramics, furniture, Oriental materials, horology and metalwork; these are collectively identified as Applied Art.

Curators within Culture Perth & Kinross, commenced in 2011/12, a rolling programme of valuation for items and collections having significant value. The valuation programme is complete and the curators review, on an annual basis, the value of items within the collection which may be influenced by market trends.

There were no significant additions to Heritage Assets in 2017/18 and 2018/19. In 2018/19, the existing collection of sculptures including pieces such as The Sentry by CS Jagger, Paris by John Gibson and various JD Fergusson sculptures were revalued, resulting in £0.2m being added to the value of Heritage Assets.

#### *Additions and Disposals of Heritage Assets*

There has been no significant addition, either by purchase or donation, to the Fine and Applied Art collection during the current and previous five financial years. The majority of the collections are held in perpetuity, or have disposal conditions attached, and consequently no Fine and Applied Art disposals have occurred during the current and previous five financial years.

### **Further Information on the Museum and Art Gallery Collection**

#### **Art Collection**

##### **Fine and Applied Art**

The Fine Art collection owes its existence largely to the 1,926 bequests of local patrons Robert Hay Robertson and Robert Brough, although the first painting entered the collection as early as 1785.

The collection is international in its scope and numbers over 4,000 items. It includes an interesting group of Italian 'Old Masters', a small but important group of 19th Century French works, a good group of 17th century Dutch and Flemish paintings and work by English artists including a small but highly important collection of natural history watercolours by Beatrix Potter.

Its greatest strength however lies in its holding of Scottish pictures. These span the 16th to the 21st century and include such important works as Loch Katrine by Horatio McCulloch and D Y Cameron's The Wilds of Assynt, as well as pictures with strong local connections. Amongst these are pictures by local artists, local topographical views and portraits of local individuals. The collection seeks to retain a balance between the historical and the contemporary aspects whilst continuing to develop the holdings of works of specifically local interest.

In 1991 the collection was effectively doubled in size with the gifting of the J D Fergusson Art Foundation's collection of artworks by the Scottish 'Colourist' John Duncan Fergusson (1874-1961) and its associated archive. This collection is housed at the Fergusson Gallery in Perth.

The Applied Art collection has been acquired since 1785 through purchase, gift or bequest. It covers a wide variety of objects and materials, within which the collections of Perth silver and Perthshire glass are unsurpassed in terms of national importance. The ceramics collection contains significant collections of Staffordshire flat-back figures and Martinware studio pottery as well as a collection of studio pottery produced by potters native to or resident in the Perth & Kinross area. Other smaller collections include furniture, timepieces, oriental and other items.

The promotion of other cultural events and programmes during the year makes it difficult to reliably estimate the percentage of the Art Collection on display for public viewing. However, all items are held in secure storage and access is permitted to scholars and others for research purposes.

The Culture Perth & Kinross Limited Collections Management Framework provides guidance on the collection, disposal or lending of heritage assets.

### **23. Investment Properties**

	2019/20 £'000	2018/19 £'000
Rental income from investment property	(998)	(1,052)
Direct operating expenses arising from investment property	81	74
Balance at end of year	<u>(917)</u>	<u>(978)</u>

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

	2019/20 £'000	2018/19 £'000
Balance at start of year	13,095	13,858
Disposals	0	(360)
Net gains/(losses) from fair value adjustments	195	(403)
Balance at end of year	<u>13,290</u>	<u>13,095</u>

All of the Authority's investment properties are valued at Level 2 on the fair value hierarchy. Values as at 31 March 2019 and 31 March 2020 are as follows:

	Other Significant Observable Inputs (Level 2)	
	2019/20	2018/19
	£'000	£'000
Recurring fair value measurements using:		
Industrial and Commercial Land	11,805	11,635
Shops and Offices	1,035	1,160
Other Investment Properties	450	300
Total Fair Value	<u>13,290</u>	<u>13,095</u>

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

### Significant Observable Inputs – Level 2

The majority of the value of Industrial and Commercial Land relates to sites leased out on ground leases. Market data is available at national and local levels from sector specialists to provide the valuers with information, such as trends and rent yields, for the commercial and industrial markets. Local market activity for ground leases tends to follow national trends and valuations are undertaken using a discounted income approach. Ground leases are longer term arrangements and sites of this nature enjoy 100% occupancy levels; the rental income stream is known and market data for rent yields is available, all of which are observable input. As a result of the conditions of the ground lease agreement, there is no unobservable input. The valuation of investment land leased out on a ground lease therefore requires the use of observable market data and minimal, if any, unobservable data and is regarded as Level 2.

Market data providing information on trends and rent yield is available from sector specialists for leased Shops and Offices. Local market data is used to assist the valuation process, and valuations are undertaken using the income approach, discounted using market rates to arrive at a net present value for the income stream. The valuer will also consider other factors, such as the age and condition of the property, when arriving at the final valuation. This requires judgement; however any unobservable input is not considered to be significant in terms of any adjustment to the fair value of the property. The valuation of the shops and offices is mainly representative of the available market data, and the valuation input is primarily based on observable data. Therefore the properties are categorised as Level 2.

Other Investment Properties primarily relate to land held for development by the private sector, which will generate a receipt to the Council on disposal. Sites held for redevelopment are valued on the basis of the highest and best use of the site, taking into account adjacent and surrounding property, recent market activity, and development plan restrictions. The valuation of these sites is therefore based upon observable input, i.e. local market data, and as such will be regarded as Level 2.

### Highest and Best Use of Investment Properties

In estimating the fair value of the authority's investment properties, the highest and best use of the properties is their current use.

### Valuation Techniques

There has been no change in the valuation techniques used during the year for investment properties.

### Valuation Process for Investment Properties

The fair value of the Council's investment property is measured annually at each reporting date. All valuations are carried out internally, in accordance with the methodologies and bases for estimation set out in the professional standards of the Royal Institution of Chartered Surveyors. The Council's valuation experts work closely with finance officers reporting directly to the Head of Finance on a regular basis regarding all valuation matters.

In applying the Royal Institution of Chartered Surveyors (RICS) Valuation Global Standards ('Red Book'), a material uncertainty has been declared in the valuation reports. This is due to market uncertainties caused by Covid-19. The Red Book defines material uncertainty as 'where the degree of uncertainty in a valuation falls outside any parameters that might normally be expected and accepted.'

The valuation reports have been used to inform the measurement of Investment properties in these financial statements. Although the valuers have declared a material valuation uncertainty, they have continued to exercise professional judgement in preparing the valuation and, therefore, this is the best information available to Council as at 31 March 2020 and can be relied upon.

Note 4 – Assumptions Made About the Future and Other Major Sources of Estimation Uncertainty provides additional information.

## 24. Intangible Assets

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

	2019/20	2018/19
	Assets	Assets
	£'000	£'000
Balance at start of year		
Gross carrying amount	2,867	604
Accumulated amortisation	(1,110)	(275)
Net carrying amount at start of year	<u>1,757</u>	<u>329</u>
Additions: Purchases	81	2,263
Amortisation for the period	(859)	(835)
Net carrying amount at end of year	<u>979</u>	<u>1,757</u>
Comprising:		
Gross carrying amounts	2,948	2,867
Accumulated amortisation	(1,969)	(1,110)
	<u>979</u>	<u>1,757</u>

Intangible Assets include the cost of software licences and bespoke software solutions deemed to provide future benefit to the Council. These items have been included and amortised over their perceived useful life.

## 25. Assets Held for Sale

	Current		Non Current	
	2019/20	2018/19	2019/20	2018/19
	£'000	£'000	£'000	£'000
Balance outstanding at start of year	511	116	798	2,008
Assets newly classified as held for sale:				
- Property, Plant and Equipment	0	400	0	0
Revaluation Losses	0	(5)	0	0
Revaluation Gains	0	0	0	68
Assets sold	(400)	0	(146)	(1,274)
Other movements	15	0	67	(4)
Balance outstanding at year end	<u>126</u>	<u>511</u>	<u>719</u>	<u>798</u>

## 26. Long Term Debtors

	2019/20	2018/19
	£'000	£'000
Other Entities & Individuals	981	761
Total	<u>981</u>	<u>761</u>

## 27. Inventories

	Consumables & Maintenance Materials	
	2019/20 £'000	2018/19 £'000
Balance outstanding at start of year	432	445
Purchases	3,089	3,028
Recognised as an expense in the year	(3,052)	(2,945)
Written off balances	1	(96)
Balance outstanding at end of year	<u>470</u>	<u>432</u>

## 28. Debtors

	2019/20 £'000	2019/20 £'000	2018/19 £'000	2018/19 £'000
	Gross	Net	Gross	Net
Scottish Government		7,804		6,415
Central Government		3,739		4,879
Other Local Authorities		364		427
NHS Bodies		1,628		492
Public Corps & Trading funds		376		111
Other Entities & Individuals	13,887		14,132	
less Impairment	<u>(8,280)</u>		<u>(8,947)</u>	
		5,607		5,185
Trade	5,592		7,333	
less Impairment	<u>(1,022)</u>		<u>(914)</u>	
		4,570		6,419
Council Tax & Community Charge	17,026		16,862	
less Impairment	<u>(13,260)</u>		<u>(13,302)</u>	
		3,766		3,560
Total		<u>27,854</u>		<u>27,488</u>

## 29. Creditors

	2019/20 £'000	2018/19 £'000
Scottish Government	(2,168)	(393)
Central Government	(5,446)	(5,926)
Other Local Authorities	(450)	(736)
NHS Bodies	(204)	(364)
Public Corporations and Trading Funds	(487)	(474)
Other Entities and Individuals	(24,063)	(20,259)
Trade Creditors	(26,323)	(31,437)
Total	<u>(59,141)</u>	<u>(59,589)</u>

## 30. Provisions Other than Bad and Doubtful Debts

### Self-Insured/Uninsured Losses

The Insurance Fund makes provision for losses arising from Property, Employers' Liability, Public Liability, Motor, Fidelity Guarantee, Computer, Engineering and Travel/Personal Accident claims.

The provision provides for an estimate of all liabilities likely to be incurred by the Council in respect of self-insured and uninsured losses in respect of incidents that have arisen prior to 1 April 2020.

### Compensation Payments

The Council has made provision for a number of potential compensation claims arising from significant capital projects within the Council's capital programme.

## Commercial Rent

The Council manages the rental leases for a number of commercial properties. The Council had previously made provision for rent refunds due to the downturn in the economic climate affecting retail trading performance. The provision at 31 March 2020 is to meet any potential liability for the years 2018/19 and 2019/20.

	Self Insured/ Uninsured Losses £'000	Compensation Payments £'000	Commercial Rent £'000	Total £'000
Balance as at 1 April 2019	1,407	1,472	40	2,919
Additional provisions made in 2019/20	609	584	20	1,213
Amounts used in 2019/20	(649)	(190)	(20)	(859)
Balance as at 31 March 2020	<u>1,367</u>	<u>1,866</u>	<u>40</u>	<u>3,273</u>
Balance Sheet Disclosure:				
Less than 12 months	437	577	20	1,034
Over 12 months	930	1,289	20	2,239
	<u>1,367</u>	<u>1,866</u>	<u>40</u>	<u>3,273</u>

## 31. Usable Reserves

Movements in the Council's Usable Reserves are detailed in the Movement in Reserves Statement and notes 5 and 6.

## 32. Unusable Reserves

	2019/20 £'000	2018/19 £'000
Revaluation Reserve	(267,918)	(276,144)
Capital Adjustments Account	(346,950)	(324,324)
Financial Instruments Adjustment Account	19,101	19,825
Pensions Reserve	121,432	118,542
Employee Statutory Adjustment Account	6,403	5,515
Total Unusable Reserves	<u>(467,932)</u>	<u>(456,586)</u>

## Revaluation Reserve

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

- re-valued 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.

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.

	2019/20 £'000	2018/19 £'000
Balance at 1 April	(276,144)	(277,711)
Upward revaluation of assets	(4,472)	(12,033)
Downward revaluation of assets and impairment losses not charged to the (Surplus)/Deficit on the Provision of Services	5,931	6,025
	<u>(274,685)</u>	<u>(283,719)</u>
Difference between fair value depreciation and historical cost depreciation	6,634	7,550
Accumulated gains on assets sold or scrapped	133	25
Amount written off to the Capital Adjustment Account	6,767	7,575
Balance at 31 March	<u>(267,918)</u>	<u>(276,144)</u>

### 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 is debited with the cost of acquisition, construction or enhancement as depreciation, impairment losses and amortisations are charged to the Comprehensive Income and Expenditure Statement (with reconciling postings from the Revaluation Reserve to convert fair value figures to a historical cost basis). The Account is credited with the amounts set aside by the Council as finance for the costs of acquisition, construction and enhancement.

The Account contains accumulated gains and losses on Investment Properties and gains recognised on donated assets that have yet to be consumed by the Council.

The Account also 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 5 provides details of the source of all the transactions posted to the Account, apart from those involving the Revaluation Reserve.

	2019/20 £'000	2018/19 £'000
Balance at 1 April	(324,324)	(324,280)
Reversal of items relating to capital expenditure debited or credited to the Comprehensive Income and Expenditure Statement		
Charges for depreciation and impairment of non current assets	49,663	47,692
Revaluation losses on Property, Plant and Equipment	1,479	1,839
Amortisation of intangible assets	859	835
Amounts of non current assets written off on disposal as part of the gain/loss	1,065	3,859
	<u>(271,258)</u>	<u>(270,055)</u>
Adjusting amounts written out of the Revaluation Reserve	<u>(6,767)</u>	<u>(7,575)</u>
	<u>(278,025)</u>	<u>(277,630)</u>
Capital financing applied in the year:		
Use of the Capital Receipts Reserve to finance new capital expenditure	(1,255)	(2,307)
Capital grants and contributions credited to the Comprehensive Income and Expenditure Statement	(44,160)	(22,354)
Application of grants to capital financing from the Capital Grants Unapplied Account	(3,493)	0
Statutory provision for the financing of capital investment charged against the General Fund and HRA balances	(16,181)	(17,001)
Capital expenditure charged against the general fund and HRA balances	<u>(3,641)</u>	<u>(5,435)</u>
	<u>(346,755)</u>	<u>(324,727)</u>
Movements in the fair value of the Investment Properties	(195)	403
Balance at 31 March	<u><u>(346,950)</u></u>	<u><u>(324,324)</u></u>

### Financial Instruments Adjustment Account

The Financial Instruments Adjustment Account (FIAA) is used to hold 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.

The Council uses the Account to manage the balance of premiums and discounts which existed at 31 March 2007, which arose on the early redemption of loans. These are charged to the General Fund and Housing Revenue Account (HRA) in accordance with statutory provisions, and so spreading the burden on Council Tax and Housing Rents. These statutory arrangements allow for the annual charges to be made in accordance with the original amortisation schedules which existed at that time.

The Council also uses the FIAA to hold the difference in interest charges which arises on stepped interest rate loans. These typically have low interest rates in the early years before "stepping up" to a higher interest rate. Interest on such loans is now required to be charged consistently over the life of the loan using the Effective Interest Rate Method. The difference in the cumulative charges under this new method to 31 March 2007 was debited to the FIAA, and is to be charged to the General fund and the HRA over the life of the loans under the statutory provisions.

Accordingly, the balance on the FIAA as at 31 March 2020 in respect of the above provisions will be charged to the General Fund and HRA over the next 48 years. The movements on the FIAA during the year are shown below:



	2019/20 £'000	2018/19 £'000
Balance at 1 April	19,825	20,548
Proportion of discounts incurred in previous financial years credited against the General Fund & HRA Balance in accordance with statutory requirements in the year	4	4
Proportion of premiums incurred in previous financial years charged against the General Fund & HRA Balance in accordance with statutory requirements in the year	(711)	(711)
Difference on restatement of Stepped Interest Rate Loans	(17)	(16)
Balance at 31 March	<u>19,101</u>	<u>19,825</u>

### 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 Council accounts for post-employment benefits in the Comprehensive Income and Expenditure Statement as the benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions and investment returns on any resources set aside to meet the costs. However, statutory arrangements require benefits earned to be financed as the Council makes employer's contributions to pensions funds or eventually pays any pensions for which it is directly responsible. The debit balance on the Pensions Reserve therefore shows a substantial shortfall between the benefits earned by past and current employees and the resources the Council 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	118,542	98,448
Actuarial Losses on Pensions Assets and Liabilities	(17,571)	(2,877)
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	38,649	41,078
Employer's Pensions Contributions and Direct Payments to Pensioners Payable in the Year	(18,188)	(18,107)
Balance at 31 March	<u>121,432</u>	<u>118,542</u>

### Employee Statutory Adjustment Account

The Employee Statutory Adjustment 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	5,515	4,898
Cancellation of accrual made at the end of the preceding year	(5,515)	(4,898)
Amounts accrued at the end of the current year	6,403	5,515
Balance at 31 March	<u>6,403</u>	<u>5,515</u>

## **33. Impairment Losses**

Movements in the value of properties during the year were mainly due to the revaluation of Council Dwellings with various individual operational buildings such Industrial Units, Offices and Shops and Investment Properties also being revalued within 2019/20. One revaluation loss for £112,000 has been treated as an impairment due to a project change which has resulted in the derecognition of historic capital expenditure. Any other losses arising have been assessed as a revaluation loss rather than a loss attributed to deterioration in the anticipated level of the performance of the properties.

## **34. Grants**

The Council credited the following grants, contributions and donations to the Comprehensive Income and Expenditure Statement in 2019/20.

	2019/20	2018/19
	£'000	£'000
<b>Credited to Taxation and Non Specific Grant Income</b>		
Scottish Government	42,451	22,687
Scottish Government Bodies & Directorates	312	263
Developer Contributions	1,402	1,455
Other Third Party Contributions	2,097	1,442
	<u>46,262</u>	<u>25,847</u>
<b>Credited to Services</b>		
Scottish Government	18,842	10,767
Scottish Government Directorates (incl Historic Scotland, NHS)	156	442
Sport Scotland	398	52
Local Authority	0	112
Other Scottish Government Bodies	240	452
Other Third Party Contributions	1,367	664
	<u>21,003</u>	<u>12,489</u>

### 35. Capital Expenditure and Capital Financing

The total amount of capital expenditure incurred in the year is shown in the table below (including the value of assets acquired under PFI/PPP/DBFM contracts), 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 Council, the expenditure results in an increase in the Capital Financing Requirement (CFR), a measure of the capital expenditure incurred historically by the Council that has yet to be financed. The CFR is analysed below.

	2019/20	2018/19
	£'000	£'000
Capital Financing Requirements b/fwd	540,265	513,013
<u>Capital Expenditure</u>		
Property, Plant & Equipment	110,661	78,635
Intangible Assets	81	0
Revenue Expenditure funded from Capital	<u>1,709</u>	<u>1,771</u>
	<u>112,451</u>	<u>80,406</u>
	<u>652,716</u>	<u>593,419</u>
<u>Sources of Finance</u>		
Capital Receipts	(1,260)	(3,335)
Government Grants and Contributions	(47,971)	(27,383)
Revenue Contributions	(3,641)	(5,435)
Loans Fund Principal Repayments	<u>(16,182)</u>	<u>(17,001)</u>
	<u>(69,054)</u>	<u>(53,154)</u>
Closing Capital Financing Requirement c/fwd	<u>583,662</u>	<u>540,265</u>
Movement	43,397	27,252
<u>Analysed as:</u>		
Increase in need to borrow	15,437	31,725
Net assets acquired under PPP contract	<u>27,960</u>	<u>(4,473)</u>
	<u>43,397</u>	<u>27,252</u>

### 36. Public Finance Initiatives and Similar Contracts

The Council has an obligation for 25 years commencing September 2000 in respect of a unitary charge payment to be made for office accommodation and a car park.

The unitary charge for 2019/20 for the office accommodation was £2,415,000 (2018/19 £2,416,000). In 2015/16 the facilities management element of the service charge was renegotiated resulting in a reduced unitary charge payment.

The unitary charge for 2019/20 for the car park was £380,000 (2018/19 £344,000).

Future agreed payments will increase in line with inflation. The unitary charge payments for 2020/21 for the office accommodation will be £2,470,000 and for the car park is £363,000.

The project agreement for provision of the facilities included the transfer of four Council properties to the operator in exchange for reduced annual payments over the life of the agreement. At the end of this project these assets do not revert back to the Council.

The Council has an obligation for six school campuses in a Public Private Partnership with Axiom Education (Perth and Kinross) Ltd. North Inch Primary was brought into operation in 2011/12. Breadalbane Campus at Aberfeldy was completed in 2010/11 and the campuses at Blairgowrie, Perth South, Kinross, Crieff and the Roman Catholic School Campus were brought into operation during 2009/10. The Council will make unitary charge payments until the contract ends in 2042, at which time the campuses will be handed back to the Council at no cost. The estimated capital value of the scheme is £127,687,000.

The unitary charge for 2019/20 for the campuses operating in the year was £16,984,000 (2018/19 £16,564,000).

Future agreed payments will increase in line with inflation. The unitary charge payments for 2020/21 for all school campuses will be £17,445,000.

During 2019/20 the Council incurred an obligation for Bertha Park High School with the asset and liability recognised in the Statement of Accounts. The unitary charge for 2019/20 for the part year was £2,169,000 (2018/19 £nil).

Future agreed payments will increase in line with inflation. The unitary charge for 2020/21 for Bertha Park will be £3,044,000.

Movements in Fixed Assets under Public Private Partnerships during the year were:

	2019/20	2018/19
	£'000	£'000
Net Book Value at 1 April 2019	116,365	120,795
Additions	33,137	31
Reclassification	555	0
Revaluations	3,440	0
Depreciation	(5,961)	(4,461)
Net Book Value at 31 March 2020	<u>147,536</u>	<u>116,365</u>

Movements in Public Private Partnership Liabilities during the year were:

	2019/20	2018/19
	£'000	£'000
Liabilities at 1 April 2019	109,225	113,698
Additional liabilities	33,047	0
Amounts repaid in year	(5,085)	(4,473)
Liabilities at 31 March 2020	<u>137,187</u>	<u>109,225</u>
Disclosed in the Balance Sheet as:		
Long Term Liabilities	132,214	104,752
Creditors	4,973	4,473
Liabilities at 31 March 2020	<u>137,187</u>	<u>109,225</u>

Future Public Private Partnership liabilities due to be met:

	Repayment of liability £'000	Interest £'000	Service Charges £'000	Lifecycle Maintenance £'000	Contingent Rentals £'000	TOTAL £'000
Due within one year	4,973	7,046	6,654	2,443	2,175	23,291
Due in 2 to 5 years	23,594	24,647	28,621	9,959	11,292	98,113
Due in 6 to 10 years	22,319	23,084	37,482	19,741	17,667	120,293
Due in 11 to 15 years	28,841	17,357	42,554	18,528	26,101	133,381
Due in 16 to 20 years	38,228	9,639	48,547	17,171	36,118	149,703
Due in 21 to 25 years	19,232	1,681	17,567	7,790	12,904	59,174
Due in 26 to 30 years	0	0	0	0	0	0
Total	<u>137,187</u>	<u>83,454</u>	<u>181,425</u>	<u>75,632</u>	<u>106,257</u>	<u>583,955</u>

These figures are based on the actual cash amount estimated to be payable and not on prices at 31 March 2020.

### 37. Authorisation of Annual Accounts

The Unaudited Annual Accounts were authorised for issue by the Head of Finance on 29 June 2020 and the Audited Annual Statements were authorised for issue on 16 September 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.

### 38. Contingent Liabilities

The Council has made provision for insurance claims where appropriate and has an Insurance Fund to manage insurable risks. There is also a contingent liability in respect of potential insurance claims incurred but not reported which cannot be forecast with any certainty.

There is a contingent liability relating to Municipal Mutual Insurance (MMI), who were the insurers for Tayside Regional Council (TRC). Following a Supreme Court judgement in November 2012 a scheme of arrangement has been put in place where MMI will seek to recover, from the scheme members or successors, 25% (and increase from 15% applied after April 2016) of all claims paid out since 1993 on policies taken out by TRC (less an overall total reduction of £50,000). Perth and Kinross Council is one of the successor bodies of TRC. There remains uncertainty as to whether the remaining assets of the TRC Insurance Fund will be sufficient to meet all future liabilities due to the long time horizon for certain types of claims.

The Limitation (Childhood Abuse) (Scotland) Act 2017 came into force on 4 October 2017 and removed the time limit on raising civil court actions relating to childhood abuse. The Council has received a small number of claims, however, it is not possible to determine with any certainty whether there is any liability at this time until the claims are fully investigated. In addition, it is not possible to estimate the potential financial effect in respect of future claims the Council may receive due to a number of uncertainties. This includes the number of claims which may arise and the extent of compensation which could arise. Additionally the extent of re-imbursement which might arise from historic or current insurance policies cannot currently be assessed. The Council may also receive claims in respect of Educational provision.

The Council has a number of contracts for the upgrade and redevelopment of buildings and infrastructure. Claims relating to compensation for works and land purchases for several schemes are currently being negotiated or refuted, however, no reliable estimate can be made at this time in respect of any potential amount to be paid by or to be received by the Council.

The Council previously identified a potential issue in terms of fixed assets included in the Council Balance Sheet which should, potentially, be included in the Balance Sheet of the Common Good Funds instead. The Community Empowerment (Scotland) Act 2015 requires the Council to establish and maintain a list of property which is held as part of the Common Good. The review of property titles to facilitate the eventual publication of the list has commenced, however, until the review is complete property titles are being reviewed when land and/or buildings are declared surplus to operational needs. Until all property titles for all former burghs are reviewed, there remains the possibility that some assets may require to be transferred between the Council and Common Good balance sheets.

The Council operates services from a number of properties that it does not own. In the future there may be a liability in respect of property costs to reinstate buildings to their original specification and design.

The Council has a potential liability in respect of financial guarantees for the Tayside Pension Fund in respect of Scheduled Bodies and Admitted Bodies should they cease to exist, withdraw from the Pension Scheme or otherwise become unable to continue covering any unfunded liabilities. These bodies include Tayside and Central Scotland Transport Partnership, Live Active Leisure Ltd, Horsecross Arts Limited, Perth & Kinross Countryside Trust, Perth & Kinross Society for the Blind, Perth Citizens' Advice Bureau and Culture Perth & Kinross. In addition the Council has a potential liability in respect of pensions for the Convention of Scottish Local Authorities (COSLA) should the organisation cease to exist.

There has been considerable interruption to Council business due to the restrictions arising from Covid-19, with impact upon all Council services. The increased level of uncertainty remains, and it is not possible to predict the potential consequences which may arise from the Covid-19 restrictions.

A recent employment tribunal case (Goodwin v Department for Education) resulted in the issue of a UK Government Written Ministerial Statement on 20 July 2020 in respect of survivor benefits payable from the Teachers' Pension Scheme in England. Survivor benefits payable to male survivors of females in opposite sex marriages will now be equal to those payable to other categories of survivor.

The Statement has implications for other public service pensions schemes and changes will also be required to devolved schemes, including the Local Government Pension Scheme. The potential impact upon the pension liability for the Council is currently unknown.

### 39. Financial Instruments

Accounting regulations require the 'financial instruments' (investment, lending and borrowing of the Council) shown on the balance sheet to be further analysed into various defined categories. The investments, lending and borrowing disclosed in the balance sheet are made up of the following categories of 'financial instruments'.

	Long-Term		Current		Total	
	31 March 2020 £'000	31 March 2019 £'000	31 March 2020 £'000	31 March 2019 £'000	31 March 2020 £'000	31 March 2019 £'000
<b>Borrowings</b>						
Financial liabilities at amortised cost	535,038	372,580	28,786	18,187	563,824	390,767
Total borrowings	<u>535,038</u>	<u>372,580</u>	<u>28,786</u>	<u>18,187</u>	<u>563,824</u>	<u>390,767</u>
<b>Investments</b>						
Loans and receivables	922	654	207,243	47,978	208,165	48,632
Total investments	<u>922</u>	<u>654</u>	<u>207,243</u>	<u>47,978</u>	<u>208,165</u>	<u>48,632</u>

Lender Option Borrower Option (LOBO) borrowings of £44.408m have been included in long term borrowing as at 31 March 2020 but have a call date in the next 12 months.

The above long term figures are based on the 2016 Code which requires that in undertaking Effective Interest Rate (EIR) calculations, the maturity period for a LOBO is taken as being the contractual period to maturity.

### Financial Instruments Gains / Losses

The gains and losses recognised in the Comprehensive Income and Expenditure Account in relation to financial instruments are as follows:

	Financial Liabilities	Financial Assets		
	Liabilities measured at amortised cost £'000	Loans and receivables £'000	Total 2019/20 £'000	Total 2018/19 £'000
Interest expense	14,326	0	14,326	12,489
Interest payable and similar charges	14,326	0	14,326	12,489
Interest income	0	(1,517)	(1,517)	(467)
Interest and investment income	0	(1,517)	(1,517)	(467)
Losses on revaluation	33	0	33	16
Surplus arising on revaluation of financial assets	33	0	33	16
Net loss/(gain) for the year	<u>14,359</u>	<u>(1,517)</u>	<u>12,842</u>	<u>12,038</u>

## Fair Value of Liabilities Carried at Amortised Cost

The fair value of each class of financial assets and liabilities which are carried in the balance sheet as at 31 March 2020 at amortised cost is disclosed below.

### Methods and Assumptions in valuation technique:

The fair value of an instrument is determined by calculating the Net Present Value (NPV) of future cash flows, which provides an estimate of the value of payments in the future in today's terms.

The discount rate used in the NPV calculation is the rate applicable in the market on the date of valuation for an instrument with the same structure, terms and remaining duration. For debt, this will be the new borrowing rate since premature repayment rates include a margin which represents the lender's profit as a result of rescheduling the loan; this is not included in the fair value calculation since any motivation other than securing a fair price should be ignored. In addition, lenders do not have the ability to force the Council to repay debt early.

The rates quoted in this valuation were obtained by the Council's treasury management consultants from the market on 31 March 2020, using bid prices where applicable.

The calculations are made with the following assumptions:

- For Public Works Loans Board (PWLB) debt, the discount rates used are the rates for new borrowing as per rate sheet number 128/20.
- For other market debt and investments the discount rates used are the rates available for an instrument with the same terms from a comparable lender.
- Interpolation techniques have been used between available rates where the exact maturity period was not available.
- No early repayment or impairment is recognised.
- Fair values have been calculated for all instruments in the portfolio, but only those which are materially different from the carrying value have been disclosed.

The fair values are calculated as follows:

	31 March 2020		31 March 2019	
	Carrying amount £'000	Fair value £'000	Carrying amount £'000	Fair value £'000
Public Works Loans Board (PWLB)	500,316	518,866	342,051	405,022
Lender Option Borrower Option (LOBO)	44,784	63,280	44,795	66,660
Short term borrowing	154	159	410	427
Other (Special Loans)	16,433	16,434	1,374	1,374
Other Market Loans	2,137	2,138	2,137	2,138
Financial Liabilities	563,824	600,877	390,767	475,621

Fair value is more 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 at the balance sheet date. The difference between the carrying amount and the fair value therefore represents the premium the Council would need to pay to the lender in the event these loans were to be repaid at that date.

For comparison, if the Council were to have repaid all the loans to the PWLB on the balance sheet date, a total of £861.7m would have been payable after applying the PWLB's premature redemption rates applicable on that date. This is higher than the Fair Value shown in the table above, as the PWLB premature redemption rates include an additional profit margin over their comparative new borrowing rates.

## Fair Value of Assets Carried at Amortised Cost

	31 March 2020		31 March 2019	
	Carrying amount £'000	Fair value £'000	Carrying amount £'000	Fair value £'000
Cash (including petty cash)	67,611	67,611	22,503	22,503
Deposits with Banks and Building Societies	139,395	139,395	25,317	25,317
Mortgages	287	287	117	117
Loans to Others	872	872	695	695
Financial Assets	208,165	208,165	48,632	48,632

The fair value is the same as the carrying amount in 2019/20 as the carrying amount reflects the prevailing interest rates.

## Nature and Extent of Risks Arising from Financial Instruments

The Council's management of treasury risks is intended to minimise the Council's exposure to the unpredictability of financial markets and to protect the financial resources available to fund services. The Council has fully adopted CIPFA's Code of Treasury Management Practices and has written principles for overall risk management as well as written policies and procedures covering specific areas such as credit risk, liquidity risk and market risk.

### (i) Credit Risk

Credit risk arises from the short-term lending of surplus funds to banks, building societies, Money Market Funds and other local authorities as well as credit exposures to the Council's customers. It is the policy of the Council to place deposits only with a limited number of high quality banks, building societies and Money Market Funds whose credit rating, together with other market information, is independently assessed as sufficiently secure by the Council's treasury advisers and to restrict lending to a prudent maximum amount and duration for each institution.

Under the terms of the Council's approved Treasury policy, only the highest rated banks and financial institutions are used. Accordingly, the expected credit loss on such deposits is deemed negligible, and no expected credit loss provision has been provided in the Income & Expenditure account for 2019/20 (2018/19 nil) on the grounds of immateriality. Applying historic default rates for the counterparties used by the Council as at 31 March 2020 shows the expected credit loss to be less than 0.02% of the principal sums deposited, whilst the actual historic default experienced by the Council is nil. Further, there is no information to indicate that this position has changed since the balance sheet date.

The following analysis summarises the Council's potential maximum exposure to credit risk, based on past experience and current market conditions.

	Amounts at 31 March 2020	Historical experience of default	Historical experience adjusted for market conditions as at 31 March 2020	Estimated maximum exposure to default and uncollectability
	£'000	%	%	£'000
Deposits with banks and other financial institutions	206,912	0	0	0
Loans to Others	1,159	0	0	0
Debtors	9,379	13.1	13.1	1,229
Total	217,450	-	-	1,229

The Council's overall exposure to credit risk in relation to its deposits in banks and other financial institutions of £206.9m above cannot be assessed generally, as the risk of non-payment of the principle sums or interest is specific to each individual institution. Experience indicates that any such non-payment is rare, and there is no evidence that any risk of default existed at 31 March 2020. The repayment profile of these deposits, including loans to others, is shown below:

	31 March 2020 £'000	31 March 2019 £'000
Less than three months	75,853	28,619
Three to six months	106,990	9,523
Six months to one year	24,069	12,769
Total	206,912	50,911

### Loans to Others

The Council initiates a legal charge on property where, for example, clients require assistance with payment of care fees, but cannot pay immediately until such time as their property is sold. The total amount outstanding as at 31 March 2020 in this category is £872,000 and experience of default is minimal. The Council has granted mortgages for essential property repairs in shared ownership properties as well as loans to property owners to bring their properties back into use for affordable rent under the Empty Home Loans Fund (EHLF) scheme. The total amount outstanding as at 31 March 2020 is £287,000 with no experience of default. The total amount of Loans to Others of £1,159,000 can be analysed as follows:

	31 March 2020 £'000	31 March 2019 £'000
Less than three months	59	39
Three to six months	59	39
Six months to one year	119	80
More than one year	922	654
Total	1,159	812

## Debtors

The Council does not generally allow credit for customers, such that £7.757m of the £9.379m balance is past its due date for payment.

	31 March 2020 £'000	31 March 2019 £'000
Less than three months	2,673	4,294
Three to six months	373	799
Six months to one year	1,944	1,007
More than one year	2,767	1,830
<b>Total</b>	<b>7,757</b>	<b>7,930</b>

## (ii) Liquidity Risk

The Council has access to borrowings from the money markets to cover day to day cashflow needs, as well as borrowing from the Public Works Loans Board or money markets for longer term funding requirements. As a result there is no significant risk that the Council will be unable to raise finance to meet its commitments under financial instruments. The Council manages its portfolio in conjunction with interest rate forecasts to reduce the risk of a large proportion of its borrowing maturing at a time of higher interest rates, and so reduce the financial impact of re-financing at an unfavourable time. In addition, the monitoring of interest rate movements for the identification of debt rescheduling opportunities to amend the maturity profile, as well as achieving savings in interest charges, is undertaken on a continuous basis to further mitigate any refinancing risks.

The maturity structure of financial liabilities is as follows (at nominal value):

Loans outstanding	On 31 March 2020 £'000	On 31 March 2019 £'000
Public Works Loans Board	498,000	340,000
Market debt	43,368	43,635
Temporary borrowing	16,433	1,372
Local bonds	2,124	2,124
Bank Overdraft	0	3,127
<b>Total</b>	<b>559,925</b>	<b>390,258</b>
Less than 1 year	26,085	18,890
Between 1 and 2 years	12,500	7,528
Between 2 and 5 years	26,140	25,640
Between 5 and 10 years	37,500	40,500
Between 10 and 15 years	0	0
More than 15 years	457,700	297,700
<b>Total</b>	<b>559,925</b>	<b>390,258</b>

In the more than 15 years category there are £44.408m of LOBO borrowings which have a call date in the next 12 months.

## (iii) Market Risk

### Interest rate risk

The Council is exposed to interest rate risk in two different ways: the first being the uncertainty of interest paid/received on variable rate instruments and the second being the effect of fluctuations in interest rates on the fair value of an instrument.

The current interest rate risk for the council is summarised below:

- Reductions in interest rates will affect interest earned on variable rate investments, and reduces income credited to the Comprehensive Income and Expenditure Statement. There would only be a small reduction in the interest payable on variable rate borrowing.
- Increases in interest rates will affect interest paid on variable rate borrowings, and increases interest expense charged to the Comprehensive Income and Expenditure Statement, but offset by increased investment returns.
- The fair value of fixed rate financial assets will fall if interest rates rise. This will not impact on the balance sheet for assets held at amortised cost, but will impact on the disclosure note for fair value. It would have a negative effect on the balance sheet for any assets held at fair value in the balance sheet, which would also be reflected in the Comprehensive Income & Expenditure Statement. However, no such assets at fair value were held by the Council as at 31 March 2020.



- The fair value of fixed rate financial liabilities will rise if interest rates fall. This will not impact on the balance sheet for liabilities held at amortised cost, but will impact on the disclosure note for fair value.

The Council has a number of strategies for managing interest rate risk. The policy is to keep a maximum of 35% of its borrowings in variable rate loans. During periods of falling interest rates, and where economic circumstances make it favourable, fixed rate loans may be repaid early to limit exposure to higher costs, whilst fixed deposits may be undertaken for longer periods (within policy and counterparty limits).

The treasury management team has an active strategy for assessing interest rate exposure that feeds into the setting of the annual budget and which is used to update the budget throughout the year. This allows any favourable or adverse changes to be accommodated. The analysis will also advise whether new borrowing taken out is fixed or variable.

According to this assessment strategy, at 31 March 2020, 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	618
Increase in interest receivable on variable rate investments	(1,405)
Impact on Comprehensive Income and Expenditure Statement	(787)
Share of overall impact credited to the HRA	(193)

The impact of a 1% fall in interest rates would have been an estimated cost of £1,405,000 to the Council as a result of a reduction in investment income, whilst it would be unlikely that the lenders of the market loans borrowed would pass on the reduction in rates payable. However, there would be a reduction of £186,000 payable on other loans. Therefore the net cost of a 1% fall in interest rates would be £1,219,000, of which £299,000 would be debited to the HRA.

#### Foreign Exchange Risk

The Council has no financial assets or liabilities denominated in foreign currencies and thus has no exposure to loss arising from movements in exchange rates.

#### Price Risk

The Council does not invest in equities, however does invest in other tradable instruments but with the intention of holding them until their maturity date. Therefore, the Council does not actively trade in such instruments, and is therefore not exposed to gains or losses on movements in their price.

### **40. Devolved School Management (DSM) Schools**

The accumulated balance on the General Fund at 31 March 2020 includes net surplus funds of £1,224,000 (31 March 2019 £1,067,000) in respect of schools participating in the Devolved School Management scheme. There are a number of schools with surpluses totalling £1,227,000 and a number of schools carrying forward deficits amounting to £3,000. These surpluses and deficits are earmarked in 2019/20 for the individual schools concerned.

There is Pupil Equity Funding from the Scottish Government of £686,000 which is being carried forward to 2020/21 for schools within the Council's earmarked general fund balances.

### **41. Operating Activities**

The cash flows for operating activities include the following items:

	2019/20 £'000	2018/19 £'000
Interest received	(696)	(444)
Interest paid	22,692	19,939
	<u>21,996</u>	<u>19,495</u>

### **42. Investing Activities**

	2019/20 £'000	2018/19 £'000
Purchase of property, plant and equipment, investment property and intangible assets	(80,993)	(77,699)
Purchase of short-term and long-term investments	(180,412)	(74,544)
Proceeds from the sale of property, plant and equipment, investment property and intangible assets	1,322	4,889
Proceeds of short-term and long-term investments	66,334	69,764
Other receipts for investing activities	46,262	25,847
	<u>(147,487)</u>	<u>(51,743)</u>

#### 43. Financing Activities

	2019/20 £'000	2018/19 £'000
Cash receipts of short and long-term borrowing	217,564	101,188
Cash payments for the reduction of the outstanding liabilities relating to finance leases and on balance sheet PFI contracts	(5,086)	(4,473)
Repayments of short and long-term borrowing	(44,500)	(71,185)
Net cash flows from financing activities	<u>167,978</u>	<u>25,530</u>

#### 44. Cash and Cash Equivalents

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

	2019/20 £'000	2018/19 £'000
Cash held by officers	47	36
Bank current accounts	47	(3,127)
Short-term deposits with banks	67,517	25,594
Total cash and cash equivalents	<u>67,611</u>	<u>22,503</u>

#### 45. Trust Funds

Perth & Kinross Council administers a number of Charitable Funds of varying sizes. The Income and Expenditure Account and Balance Sheet are detailed on page 83.

These funds include Educational Trusts and other trusts which are primarily for the residents of Perth & Kinross. An exercise is currently being undertaken to amalgamate many of the non-educational trusts in order for the funds to be more readily accessible.

The Perth & Kinross Educational Trust gives financial assistance towards scholarships, second or subsequent degrees, mature students and further education. Assistance is also provided to schools for sports facilities and special equipment, promoting visual arts and education in music and drama. There are also preferences for certain beneficiaries usually named schools for prizes etc. Also within the Perth & Kinross Educational Trust there are eight individual endowments for maintaining, furnishing and equipping school buildings.

The other charitable trusts purposes include providing financial assistance in different areas of Perth & Kinross.

	31 March 2020 £'000	31 March 2019 £'000
<b>Educational Trust - Financial Assistance</b>		
Net assets	829	915
Net Incoming/(Outgoing) Resources before other recognised gains and losses	1	(2)
<b>Educational Trust - Endowments</b>		
Net assets	45	53
Net Incoming/(Outgoing) Resources before other recognised gains and losses	0	0
<b>Other Charitable Trusts</b>		
Net assets	1,633	1,744
Net Incoming Resources before other recognised gains and losses	31	22
<b>TOTAL Net Assets</b>	<b>2,507</b>	<b>2,712</b>
<b>TOTAL Net Incoming Resources before other recognised gains and losses</b>	<b>32</b>	<b>20</b>

Detailed Accounts for the Charities are available from the Head of Finance, 2 High Street, Perth, PH1 5PH by contacting [chxfinance@pkc.gov.uk](mailto:chxfinance@pkc.gov.uk) or phoning 01738 475000.

## 46. The Statutory Loans Fund

Loans Fund accounting is governed by The Local Authority (Capital Financing and Accounting) (Scotland) Regulations 2016, which came into force on 1 April 2016. These regulations outline the way the Loans Fund is operated in relation to the repayment period and method that capital advances (expenditure) are repaid (charged) on an annual basis.

The Loans Fund is an internal fund operated by the Council to manage the amortisation of capital expenditure (capital advances) over the life of the various assets being funded by borrowing, and also to manage the external borrowing raised to finance the capital expenditure. Whilst both elements of the Loans Fund operate independently of each other, because they are based on the same capital plans they will broadly be consistent to each other over the long term. However, significant differences may arise over the short-term. This may include, for example, delaying external borrowing due to unfavourable prevailing interest rates, where the Council's daily cashflow remains positive, or where the Council has significant levels of Reserves.

The annuity repayment method is used for all internal capital advances through the Loans Fund. The Council also defers the repayment of Loans Fund advances until the asset being funded is completed and operational. The Council repays/amortises the capital advances over the life of the asset being funded, up to a maximum of 50 years. Therefore, the total number of years may exceed 50 years from the year the capital expenditure was incurred where the total expenditure on an asset is spread over two or more years before the asset becomes operational.

The value of Loans Fund advances outstanding at 31 March 2020 is £447,163,000. This is made up as follows:

	Advances 1 April 2019 £'000	Repaid 2019/20 £'000	New Advances 2019/20 £'000	Advances 31 March 2020 £'000
General Fund	284,098	(3,983)	10,934	291,049
Prudential Borrowing	44,273	(2,677)	2,971	44,567
Sub Total	328,371	(6,660)	13,905	335,616
HRA	103,354	(4,435)	12,628	111,547
Total	431,725	(11,095)	26,533	447,163

The future repayments of these advances is summarised in the table below:

	General Fund £'000	Prudential Borrowing £'000	Sub Total: General Fund £'000	Housing Revenue Account £'000	Total £'000
Within 1 Year	3,237	2,660	5,897	3,484	9,381
Between 1 and 2 Years	2,994	2,505	5,499	3,556	9,055
Between 2 and 5 Years	7,245	5,715	12,960	11,191	24,151
Between 5 and 10 Years	2,843	4,754	7,597	16,834	24,431
Between 10 and 15 Years	(4,950)	3,603	(1,347)	21,064	19,717
Between 15 and 20 Years	23,807	3,437	27,244	14,487	41,731
Between 20 and 25 Years	29,295	3,193	32,488	4,049	36,537
More than 25 Years	226,578	18,700	245,278	36,882	282,160
Total	291,049	44,567	335,616	111,547	447,163

Comparison of the capital advances above with capital debt of £541.228m shows that the Council's borrowing is around £94m higher than immediate requirements as at 31 March 2020. This reflects the strategy adopted over the last year of undertaking new borrowing at historic low rates in order to fund the large Capital Financing Requirement over the next few years. This strategy reduces the risks of funding this requirement in future years as interest rates rise and provides budget certainty for future interest rates at a low level.

The latest approved General Fund (Composite) Capital Budget and Housing Investment Programme includes the amount of capital expenditure to be funded by borrowing (i.e. new Loans Fund advances) in each of the next 9 years is as follows:

	General Fund	Housing Investment Programme	Total
	£'000	£'000	£'000
2020/21	55,473	15,939	71,412
2021/22	95,426	4,259	99,685
2022/23	123,296	4,222	127,518
2023/24	34,015	7,619	41,634
2024/25	13,208	19,022	32,230
2025/26	13,023	0	13,023
2026/27	9,984	0	9,984
2027/28	7,878	0	7,878
2028/29	9,095	0	9,095
Total	<u>361,398</u>	<u>51,061</u>	<u>412,459</u>

All the above Loans Fund repayments have been included in the Loan Charge estimates within the approved Medium-Term Financial Plans, and therefore remain affordable under the current Loan Charge Budget strategy. The Council will consider a new Capital Budget later this year.

## HOUSING REVENUE ACCOUNT INCOME AND EXPENDITURE STATEMENT

The Housing Revenue Account (HRA) Income and Expenditure Statement shows the economic cost in the year of providing housing services in accordance with generally accepted accounting practices, rather than the amount to be funded from rents and government grants. Councils charge rents to cover expenditure in accordance with the legislative framework which may be different from the accounting cost. The increase or decrease in the year, on the basis on which rents are raised, is shown in the Statement of Movements on the Housing Revenue Account Balance.

<u>2018/19</u>		<u>2019/20</u>		
£'000		£'000	£'000	£'000
	<b>Income</b>			
(26,559)	Dwelling Rents	(27,205)		
374	less Voids	387		
			(26,818)	
(571)	Non-Dwelling Rents	(567)		
47	less Voids	39		
			(528)	
(627)	Other Income		(683)	
<u>(27,336)</u>	<b>Total Income</b>			(28,029)
	<b>Expenditure</b>			
7,700	Repairs & Maintenance		6,358	
9,132	Supervision & Management		12,479	
14,227	Depreciation, impairment and revaluation losses on non current assets		12,641	
67	Movement in the Impairment of Debtors		173	
1,601	Other expenditure		248	
<u>32,727</u>	<b>Total Expenditure</b>			31,899
<u>5,391</u>	<b>Net Expenditure for HRA Services as included in the Comprehensive Income and Expenditure Statement</b>			<u>3,870</u>
343	HRA services' share of Corporate and Democratic Core			325
<u>5,734</u>	<b>Net Expenditure for HRA Services</b>			<u>4,195</u>
	HRA share of the operating income and expenditure included in the Comprehensive Income and Expenditure Statement:			
(108)	Gain on sale of HRA Non-Current Assets			(124)
2,882	Interest payable and similar charges			3,148
(16)	Interest and investment income			(13)
176	Net Interest on the net defined benefit liability			195
(3,673)	Capital Grants and Contributions Receivable			(10,604)
<u>4,995</u>	<b>Deficit/(Surplus) for the year on HRA services</b>			<u>(3,203)</u>

## STATEMENT OF MOVEMENTS ON THE HOUSING REVENUE ACCOUNT BALANCE

The Statement of Movement on the Housing Revenue Account balance reconciles the Housing Revenue Account to the HRA balance, an earmarked element of the Council's General Fund Balance.

<u>2018/19</u> <u>£'000</u>		<u>2019/20</u> <u>£'000</u>	<u>2019/20</u> <u>£'000</u>
(1,000)	Balance on the HRA at the end of the Previous Year		(1,000)
4,995	Deficit/(Surplus) for the year on the HRA Income and Expenditure Account	(3,203)	
<u>(4,035)</u>	Adjustments between Accounting Basis and Funding Basis Under Statute	<u>3,403</u>	
<u>960</u>	Net Decrease before Transfers to or from Reserves	200	
(960)	Transfer from Reserves	<u>(200)</u>	
0	Movement in Year on the HRA		0
<u>(1,000)</u>	Balance on the HRA at the end of the Current Year		<u>(1,000)</u>

### Note to the Statement of Movement on the HRA Balance

<u>2018/19</u> <u>£'000</u>		<u>2019/20</u> <u>£'000</u>	<u>2019/20</u> <u>£'000</u>
	<b>Items included in the HRA Income and Expenditure Account but excluded from the movement on HRA Balance for the year</b>		
108	Gain on sale of HRA Non-current assets	124	
(14,227)	Depreciation and impairment of non current assets	(12,641)	
	Capital Grants and Contributions credited to the Comprehensive Income and Expenditure Statement		
3,673	Adjustments involving Short Term Accumulated Absences Account	10,604	
(64)	Reversal of items relating to retirement benefits credited to the Comprehensive Income and Expenditure Statement	51	
<u>(2,713)</u>		<u>(2,600)</u>	
(13,223)			(4,462)
	<b>Items not included in the HRA Income and Expenditure Account but included in the movement on HRA Balance for the year</b>		
1,164	Employer's pension contributions and direct payments to pensioners payable in the year	1,163	
172	Adjustments involving the Financial Instruments Adjustment Account	177	
4,022	Statutory provision for the repayment of debt	4,436	
3,830	Capital expenditure charged to the HRA balances	2,089	
<u>9,188</u>		<u>7,865</u>	
<u>(4,035)</u>	<b>Net additional amount required by statute to be (credited)/debited to the HRA Balance for the year</b>		<u>3,403</u>

## THE ACCOMPANYING NOTES TO THE HOUSING REVENUE ACCOUNT INCOME AND EXPENDITURE STATEMENT

### 1. Housing Stock at 31 March 2020

	No. of Dwellings 31 March 2020	<i>No. of Dwellings 31 March 2019</i>
Sheltered accommodation	285	285
Detached/Semi-Detached/Terraced	3,671	3,640
High Rise Flats	136	136
Tenement Flats/Other Flats/Maisonettes	3,587	3,575
Total	<u>7,679</u>	<u>7,636</u>

### 2. Rent Arrears at 31 March 2020

	Gross Arrears 31 March 2020		<i>Gross Arrears 31 March 2019</i>	
	£'000	% of Income	£'000	% of Income
Houses	1,982	7.3	1,745	6.6
Other Subjects	<u>27</u>	<u>4.7</u>	<u>47</u>	<u>8.3</u>
Totals	<u>2,009</u>	<u>7.2</u>	<u>1,792</u>	<u>6.8</u>

### 3. Impairment of Debtors

In 2019/20 an impairment of £1,365,498 has been provided in the Balance Sheet, an increase of £172,515 from the impairment in 2018/19.

## COUNCIL TAX INCOME ACCOUNT

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 of the Council.

<u>2018/19</u>			<u>2019/20</u>
£'000			£'000      £'000
97,595	<b>Gross Charge</b>		102,678
(3,389)	Deduct - Exemptions		(3,594)
(152)	Disabled Relief		(163)
(7,049)	Discounts and Reductions		(7,401)
(6,164)	Council Tax Reduction Scheme		(6,157)
80,841	<b>Net Council Tax</b>		85,363
	Deduct -		
(6)	Ministry Of Defence Properties	(7)	
6	Contribution Received	7	0
(1,083)	Provision for Bad and Doubtful Debts		(1,456)
79,758	<b>Total Council Tax Income</b>		83,907
(90)	Adjustments for prior years for Council Tax and Community Charge		(359)
79,668	<b>Total Council Tax / Community Charge Income to Comprehensive I&amp;E Statement</b>		83,548



## THE ACCOMPANYING NOTES TO THE COUNCIL TAX INCOME ACCOUNT

### 1. CALCULATION OF THE COUNCIL TAX BASE AT 31 MARCH 2020

	A	B	C	D	E	F	G	H	2019/20 TOTAL	2018/19 TOTAL
No. of Properties	8,752	14,887	12,492	11,010	11,768	7,776	6,287	688	73,660	72,839
Exemptions	(789)	(715)	(521)	(339)	(267)	(119)	(94)	(26)	(2,870)	(2,864)
Disabled Relief	75		6	40	(34)	5	(87)	(5)	0	0
Discounts	(1,376)	(1,961)	(1,382)	(1,102)	(912)	(458)	(299)	(60)	(7,550)	(7,425)
Effective No. of Properties	6,662	12,211	10,595	9,609	10,555	7,204	5,807	597	63,240	62,550
Ratio	240/360	280/360	320/360	360/360	473/360	585/360	705/360	882/360		
Band D Equivalents	4,438	9,498	9,418	9,609	13,867	11,707	11,373	1,463	71,373	70,510
Contributions in lieu									7	6
TOTAL									71,380	70,516
Provision for non-payment at 2.0% (2018/19 2.0%)									(1,428)	(1,410)
COUNCIL TAX BASE									69,952	69,106

### 2. THE COUNCIL TAX CHARGE

The Council Tax is based on the value of a domestic property together with a personal element which takes into account the number and circumstances of that property's occupants.

Each property is placed in one of eight valuation bands (A-H) in accordance with their value as at 1 April 1991. The Council Tax charge levied for each property is calculated in proportion to the Council Tax charge for a band D property by applying fractions. A discount of 25% is given where there are fewer than two residents of a property. Discounts of 10% are awarded for second homes and long term empty dwellings. Some unoccupied dwellings may receive discount of 50%. Persons in detention, students, mentally handicapped people and certain others are disregarded for Council Tax purposes. Reductions in Council Tax are also granted for disabled people.

The valuation bands, the fractions used in calculating the Council Tax payable for each valuation band and the actual charges determined for 2019/20 are set out below:

Valuation Band	Property Valuation Range	Fraction of band D	2019/20 Actual Charge	2018/19 Actual Charge
A	£0 - £27,000	240/360	£842.67	£810.67
B	£27,001 - £35,000	280/360	£983.11	£945.78
C	£35,001 - £45,000	320/360	£1,123.56	£1,080.89
D	£45,001 - £58,000	360/360	£1,264.00	£1,216.00
E	£58,001 - £80,000	473/360	£1,660.76	£1,597.69
F	£80,001 - £106,000	585/360	£2,054.00	£1,976.00
G	£106,001 - £212,000	705/360	£2,475.33	£2,381.33
H	Over £212,000	882/360	£3,096.80	£2,979.20

## NON DOMESTIC RATE INCOME ACCOUNT

The Non-Domestic Rate Account is an agent's statement that reflects the statutory obligation for billing authorities to maintain a separate Non-Domestic Rate Account. The statement shows the gross income from the rates and deductions made under statute. The net income is paid to the Scottish Government as a contribution to the national Non-Domestic Rate pool.

2018/19		2019/20	
£'000		£'000	£'000
79,935	<b>Gross Rate Levied</b>		81,886
(352)	Transitional Relief		(138)
			<u>81,748</u>
	Deduct:		
(2,640)	Rate Rebates	(2,617)	
(19,682)	Reliefs, Charities etc.	(21,133)	
(187)	Provision for Bad and Doubtful Debts	(366)	
			<u>(24,116)</u>
	Adjustments to Previous Years:		
(611)	Gross Rate Levied	(1,305)	
5	Transitional Surcharge/Relief	256	
(173)	Reliefs, Charities etc.	(604)	
(60)	Impairment for Bad and Doubtful Debts and Abatements	(166)	
			<u>(1,819)</u>
<u>56,235</u>	<b>Net Non Domestic Rate Income</b>		<u>55,813</u>
(56,437)	Contribution to National Non Domestic Rate Pool	(56,016)	
<u>51,953</u>	Contribution from National Non Domestic Rate Pool	<u>56,590</u>	
(4,484)	Net contribution from/(to) National Non Domestic Rate Pool		574
<u>51,751</u>	<b>Total Non Domestic Rate Income (before Council retentions)</b>		<u>56,387</u>
42	Non-Domestic Rate Income Retained by Council (Business Rates Incentivisation Scheme)		0
<u>51,793</u>	<b>Total Non Domestic Rate Income to Comprehensive Income and Expenditure Statement</b>		<u>56,387</u>
<u>202</u>	Discretionary Relief funded by the Council		<u>202</u>

## THE ACCOMPANYING NOTES TO THE NON DOMESTIC RATE INCOME ACCOUNT

### 1. NON DOMESTIC RATES

All non domestic rate income collected by Scottish local authorities is paid into a national pool. It is redistributed to authorities in proportion to the resident population in each authority's area and therefore bears no direct relationship to the amount collected by those authorities. The rate poundage set by the Scottish Government for 2019/20 was 49.0p (2018/19 48.0p).

The Small Business Bonus Scheme, introduced from 1 April 2008, provides relief to businesses based on their combined rateable value. From 1 April 2014 the combined rateable value threshold has been set at £35,000 with relief available on all individual properties with a rateable value of £18,000 or less. Subject to eligibility, this provides relief of between 25% and 100%. This scheme replaced the Small Business Rates Relief Scheme.

A supplement of 2.6p (2018/19 for 2.6p) was charged on properties with a rateable value of over £51,000 (£51,000 for 2018/19) to contribute towards the additional cost of the scheme.

### 2. RATEABLE SUBJECTS AND VALUES

<i>No. of Subjects at 1 April 2018</i>	<i>Rateable Value £'000 at 1 April 2018</i>		<i>No. of Subjects at 1 April 2019</i>	<i>Rateable Value £'000 at 1 April 2019</i>
1,673	36,305	Shops	1,686	36,772
86	1,800	Public Houses	86	1,799
1,052	14,245	Offices (including banks)	1,057	14,051
232	13,675	Hotels etc.	234	13,917
1,592	23,086	Industrial Subjects etc.	1,692	23,390
1,653	11,484	Leisure, Entertainment, Caravans etc.	1,789	11,662
152	4,788	Garages and Petrol Stations	154	4,937
62	1,400	Cultural	58	1,361
1,402	3,049	Sporting Subjects	1,396	2,984
122	15,243	Education and Training	118	15,117
410	8,061	Public Service Subjects	412	8,071
1	0	Communications	1	0
22	406	Quarries, Mines etc.	21	406
2	3,597	Petrochemical	2	3,597
247	1,676	Religious	246	1,690
113	6,716	Health, Medical	112	6,664
725	1,811	Other	717	1,883
63	3,150	Care Facilities	66	3,209
36	120	Advertising	35	118
82	11,923	Undertaking	86	11,062
<u>9,727</u>	<u>162,535</u>	Total	<u>9,968</u>	<u>162,690</u>

## CHARITABLE TRUSTS

The Council administers Perth & Kinross Educational Trust and various other Charitable Trusts and Endowments. The figures below summarise the aggregate income and expenditure for the year and the assets and liabilities at 31 March 2020.

### INCOME AND EXPENDITURE ACCOUNT FOR YEAR TO 31 MARCH 2020

	2019/20 £'000	2019/20 £'000	2018/19 £'000
<b>INCOMING RESOURCES</b>			
Incoming resources from generated funds:			
Investment Income	116		118
<b>Total Incoming Resources</b>		116	118
<b>RESOURCES EXPENDED</b>			
Costs of generating funds:			
Investment management costs	9		13
Charitable activities	61		74
Governance costs	9		9
Reorganisation of trusts	5		2
<b>Total Resources Expended</b>		84	98
<b>Net Incoming Resources Before Other Recognised Gains &amp; Losses</b>		32	20
<b>OTHER RECOGNISED GAINS</b>			
Gain/(Losses) on Investment assets		(237)	62
<b>Net Movement in Funds for the Year</b>		(205)	82
<b>RECONCILIATION OF FUNDS</b>			
Total Funds Brought Forward at 1 April 2019		2,712	2,630
<b>TOTAL FUNDS CARRIED FORWARD AT 31 MARCH 2020</b>		<u>2,507</u>	<u>2,712</u>

### BALANCE SHEET AS AT 31 MARCH 2020

	31 March 2020 £'000	31 March 2020 £'000	31 March 2019 £'000
<b>FIXED ASSETS</b>			
Tangible Assets		90	90
Investments		2,203	2,453
<b>CURRENT ASSETS</b>			
Debtors	4		3
Investments - Amounts due by Perth & Kinross Council Loans Fund	216		185
	220		188
<b>LIABILITIES</b>			
Creditors: amounts falling due within one year	(6)		(19)
<b>NET CURRENT ASSETS</b>		214	169
<b>NET ASSETS</b>		<u>2,507</u>	<u>2,712</u>
<b>TOTAL FUNDS</b>		<u>2,507</u>	<u>2,712</u>

#### Notes to Charitable Trusts

- The market value of Investments at 31 March 2020 was £2,203,000 (31 March 2019 £2,453,000).
- The unaudited accounts were issued on 29 June 2020 and the audited accounts were authorised for issue on 16 September 2020.

Stewart MacKenzie CPFA  
Head of Finance

## COMMON GOOD

The Council administers the Common Good Accounts for ten former burghs within Perth & Kinross. The figures below summarise the aggregate income and expenditure for the year and detail the Assets and Liabilities at 31 March 2020.

### INCOME AND EXPENDITURE ACCOUNT FOR YEAR TO 31 MARCH 2020

	2019/20 £'000	2019/20 £'000	2018/19 £'000
<b>EXPENDITURE</b>			
Grants to Voluntary Organisations	139		105
Christmas Lighting	62		64
Property Costs	63		252
Supplies & Services	20		15
		284	436
<b>INCOME</b>			
Rents, Fees, Charges etc.	258		255
Interest on Loans	22		18
Other	28		2
		308	275
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>		24	(161)
Revenue Balance Brought Forward		1,801	1,962
Revenue Balance Carried Forward		1,825	1,801

### BALANCE SHEET AS AT 31 MARCH 2020

	31 March 2020 £'000	31 March 2020 £'000	31 March 2019 £'000
<b>FIXED ASSETS</b>		4,761	4,744
<b>CURRENT ASSETS</b>			
Debtors	13		14
Investments	2,003		2,003
Revenue Advances to Perth & Kinross Council Loans Fund	179		145
	2,195		2,162
<b>CURRENT LIABILITIES</b>			
Creditors and Accruals	(95)		(89)
<b>NET CURRENT ASSETS</b>		2,100	2,073
<b>TOTAL NET ASSETS</b>		6,861	6,817
<b>RESERVES</b>			
Revenue		1,825	1,801
Capital		386	386
Capital Adjustment Account		91	91
Revaluation Reserve		4,559	4,539
		6,861	6,817

The unaudited accounts were issued on 29 June 2020 and the audited accounts were authorised for issue on 16 September 2020.

Stewart MacKenzie CPFA  
Head of Finance

## THE ACCOMPANYING NOTES TO THE COMMON GOOD ACCOUNTS

1. Depreciation on Common Good Funds is charged on buildings, based on current value less residual value over the remaining useful life of the property. The buildings have a life expectancy of over 50 years and depreciation has been charged on a straight line basis over that period.

### 2. Common Good Reserve Funds

The movements in the individual Common Good Funds Revenue Reserves are summarised below:

FUND	Balance at 1 April 19	Income 2019/20	Expenditure 2019/20	Balance at 31 March 20
	£'000	£'000	£'000	£'000
Perth City	1,170	282	261	1,191
Aberfeldy	123	1	1	123
Abernethy	1	0	0	1
Alyth	20	0	0	20
Auchterarder	292	21	20	293
Blairstown	20	0	0	20
Crieff	11	2	1	12
Kinross	157	2	1	158
Pitlochry	7	0	0	7
<b>TOTAL</b>	<b>1,801</b>	<b>308</b>	<b>284</b>	<b>1,825</b>

### 3. Common Good Fixed Assets

Some of the fixed assets included in the Council Balance Sheet should potentially be included in the Balance Sheet of the Common Good Funds instead.

The Community Empowerment (Scotland) Act 2015 requires the Council to establish and maintain a list of property which is held as part of the Common Good. The review of property titles to facilitate the eventual publication of the list has commenced, however, until the review is complete property titles are being reviewed when land and/or buildings are declared surplus to operational needs. Until all property titles for all former burghs are reviewed, there remains the possibility that some assets may require to be transferred between the Council and Common Good balance sheets.

The review of titles for the former Burghs, other than Perth, is complete and it is anticipated that the findings will be reported to the relevant Common Good Fund Committees and Community Councils as the Council progresses with the programme of Recovery and Renewal, prior to publication of the review on the Perth & Kinross Council website. The review of Perth is underway but has been delayed due to restrictions on the workplace from COVID-19.

# GROUP MOVEMENT IN RESERVES STATEMENT

	General Fund Balance	Housing Revenue Account	Capital Fund	Renewal & Repair Fund	Insurance Fund	Capital statutory funds	Capital Grants Unapplied	Total Usable Reserves	Unusable Reserves	TOTAL Authority Reserves	Authority's share of subsidiaries	Authority's share of associates & joint ventures	TOTAL Reserves
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Balance at 1 April 2018</b>	(51,099)	(1,000)	(25,060)	(20)	(2,815)	0	(87)	(80,081)	(478,097)	(558,178)	(13,478)	(3,514)	(575,170)
<b>Movement in reserves during 2018/19</b>													
Total Comprehensive Income and Expenditure	17,301	4,995	0	0	0	0	0	22,296	(8,885)	13,411	2,868	1,456	17,735
Adjustments from income & expenditure charged under the accounting basis to the funding basis	(20,287)	(4,035)	0	0	0	(2,581)	(3,493)	(30,396)	30,396	0	0	0	0
<b>Decrease in 2018/19</b>	(2,986)	960	0	0	0	(2,581)	(3,493)	(8,100)	21,511	13,411	2,868	1,456	17,735
Transfers to/(from) Other Statutory Reserves	6,644	(960)	(5,306)	0	(378)	0	0	0	0	0	0	0	0
<b>Balance at 31 March 2019 carried forward</b>	(47,441)	(1,000)	(30,366)	(20)	(3,193)	(2,581)	(3,580)	(88,181)	(456,586)	(544,767)	(10,610)	(2,058)	(557,435)
<b>Movement in reserves during 2019/20</b>													
Total Comprehensive Income and Expenditure	6,407	(3,203)	0	0	0	0	0	3,204	(16,112)	(12,908)	(58)	1,953	(11,013)
Adjustments from income & expenditure charged under the accounting basis to the funding basis	(9,493)	3,403	0	0	0	(67)	1,391	(4,766)	4,766	0	0	0	0
<b>(Increase) or Decrease in 2019/20</b>	(3,086)	200	0	0	0	(67)	1,391	(1,562)	(11,346)	(12,908)	(58)	1,953	(11,013)
Transfers to/(from) Other Statutory Reserves	1,231	(200)	(1,274)	20	223	0	0	0	0	0	0	0	0
<b>Balance at 31 March 2020 carried forward</b>	(49,296)	(1,000)	(31,640)	0	(2,970)	(2,648)	(2,189)	(89,743)	(467,932)	(557,675)	(10,668)	(105)	(568,448)

# GROUP COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT

2018/19 Net Expenditure £'000		Note	2019/20		
			Gross Expenditure £'000	Income £'000	Net Expenditure £'000
	<b>SERVICES</b>				
168,644	Education & Children's Services		200,187	(20,813)	179,374
57,054	Health & Social Care		139,621	(79,028)	60,593
83,005	Housing & Environment		106,168	(26,028)	80,140
38,024	Corporate and Democratic Services		77,410	(38,498)	38,912
5,391	Housing Revenue Account		31,899	(28,029)	3,870
1,149	Valuation Joint Board		1,248	0	1,248
98	Charitable Trusts		84	0	84
179	Common Good		284	(286)	(2)
353,544	<b>COST OF SERVICES</b>		556,901	(192,682)	364,219
(1,395)	Other Operating Expenditure / Income		0	(845)	(845)
21,085	Financing and Investment Income and Expenditure	4	25,693	(2,390)	23,303
(348,962)	Taxation and Non-Specific Grant Income		0	(381,175)	(381,175)
24,272	<b>Deficit on Provision of Services</b>		582,594	(577,092)	5,502
822	Share of the Deficit on the provision of services by Associates and Joint Ventures				3,113
25,094	<b>Group Deficit/(Surplus)</b>				8,615
(5,835)	(Surplus)/Deficit on revaluation of non current assets				1,439
(1,907)	Remeasurement of the net defined benefit liability				(20,037)
0	Other gains				289
383	Share of the other comprehensive income and expenditure of Associates and Joint Ventures				(1,319)
(7,359)	Other Comprehensive Income and Expenditure				(19,628)
17,735	<b>Total Comprehensive Income and Expenditure</b>				(11,013)



## GROUP BALANCE SHEET

<u>31 March 2019</u>		Notes	<u>31 March 2020</u>
<u>£'000</u>			<u>£'000</u>
1,117,200	Property, Plant & Equipment		1,174,113
27,781	Heritage Assets		27,781
13,095	Investment Property		13,290
1,757	Intangible Assets		979
798	Assets Held for Sale		719
1,235	Investment in Joint Venture		580
761	Long Term Debtors		981
<u>1,162,627</u>	<b>Long Term Assets</b>		<u>1,218,443</u>
29,773	Short Term Investments	5	143,601
511	Assets Held for Sale		126
516	Inventories		529
28,960	Short Term Debtors	6	28,604
32,086	Cash and Cash Equivalents		77,663
<u>91,846</u>	<b>Current Assets</b>		<u>250,523</u>
(18,187)	Short Term Borrowing		(28,786)
(62,944)	Short Term Creditors	7	(62,046)
(562)	Provisions		(1,034)
<u>(81,693)</u>	<b>Current Liabilities</b>		<u>(91,866)</u>
(2,357)	Provisions		(2,239)
(372,580)	Long Term Borrowing		(535,038)
(8,707)	Liabilities in associates and joint ventures		(9,843)
(231,701)	Other Long Term Liabilities		(261,532)
<u>(615,345)</u>	<b>Long Term Liabilities</b>		<u>(808,652)</u>
<u>557,435</u>	<b>NET ASSETS</b>		<u>568,448</u>
88,181	Usable Reserves		89,743
456,586	Unusable Reserves		467,932
3,139	Group Reserves		1,405
9,529	Charitable and Common Good Reserves		9,368
<u>557,435</u>	<b>TOTAL RESERVES</b>		<u>568,448</u>

The unaudited Accounts were issued on 29 June 2020 and the audited accounts were authorised for issue on 16 September 2020.

The accompanying notes form an integral part of these financial statements.

Stewart MacKenzie CPFA  
Head of Finance

## GROUP CASH FLOW STATEMENT

<u>2018/19</u>		<u>Notes</u>	<u>2019/20</u>
<u>£'000</u>			<u>£'000</u>
(24,272)	<b>Deficit on the provision of services</b>		(5,502)
87,537	Adjustments to net surplus or deficit on the provision of services for non cash movements		77,939
(31,004)	Adjustments for items included in the net surplus or deficit on the provision of services that are investing and financing activities		(47,590)
<u>32,261</u>	<b>Net cash flows from Operating Activities</b>		<u>24,847</u>
(52,302)	Investing Activities	10	(147,248)
25,599	Financing Activities	11	167,978
<u>5,558</u>	<b>Net increase in cash and cash equivalents</b>		<u>45,577</u>
26,528	Cash and cash equivalents at the beginning of the reporting period		32,086
<u><u>32,086</u></u>	<b>Cash and cash equivalents at the end of the reporting period</b>		<u><u>77,663</u></u>

## RECONCILIATION OF THE SINGLE ENTITY DEFICIT FOR THE YEAR TO THE GROUP SURPLUS

<u>2018/19</u>		<u>2019/20</u>
<u>£'000</u>		<u>£'000</u>
22,296	Deficit on the single entity Comprehensive Income & Expenditure Statement for the year	3,204
	Add:	
79	• Managed Funds - Charitable Trusts & Common Good	181
(1,235)	• Joint Venture	655
2,057	• Associates	2,457
1,897	• Subsidiaries	2,118
<u>25,094</u>	Deficit for the year on the Group Comprehensive Income & Expenditure Statement	<u>8,615</u>

## NOTES TO THE GROUP ACCOUNTS

### 1. Combining Entities

The results of Tayside Valuation Board which is jointly administered with Dundee City and Angus Councils have been included in the Group Accounts. The Council is exempt from including the Board as a subsidiary under the “rebuttable presumption” which recognises that the Scottish Government exercises a dominant influence on the Board evidenced particularly by its ability to reconstitute or abolish statutory bodies or otherwise influence their operating and financial policies.

A number of Councillors have voting rights on the Board. The Council has an obligation to contribute to the Joint Board losses or deficits and the ability to exercise significant influence over it. The Joint Board has therefore been incorporated in the Group Accounts under the equity method of Accounting for Associates.

For the purpose of consolidation and incorporation within the Group Accounts recognition has been made of the Council's interest which is based on its share of the contributions made to the Tayside Valuation Board, which in 2019/20 was 42.08% (2018/19 41.27%). The accounting period for the Board is the year to 31 March 2020 and the Board Statements of Accounts presents fairly its individual financial position.

The individual accounts relating to Tayside Valuation Joint Board are published separately, and can be obtained from the Director of Corporate Services, Dundee City Council, Dundee House, 50 North Lindsay Street, Dundee, DD1 1QE.

In addition, the Council has also included Live Active Leisure Ltd., Horsecross Arts Ltd. and Culture Perth & Kinross Ltd. as Subsidiaries within its Group Accounts in accordance with IAS 27 Consolidated and Separate Financial Statements, and in particular SIC 12 Consolidation – Special Purpose Entities. These organisations deliver services on behalf of the Council and the Council therefore obtains benefit from their operations. In addition, service delivery is managed through Service Level Agreements specific to the service provision required from the organisations by the Council. Live Active Leisure Ltd., Horsecross Arts Ltd. and Culture Perth & Kinross Ltd. are governed by company and charitable trust regulation. For the purpose of consolidation and incorporation within the Group Accounts it has been assumed that the Council's interest in these organisations is 100% due to the nature of Council control and direction over their operations.

Live Active Leisure Ltd., Horsecross Arts Ltd. and Culture Perth & Kinross Ltd. are arm's length companies with sole member status with the Council being the sole member in each company.

The individual accounts relating to these organisations are published separately, and can be obtained from the following addresses:-

Live Active Leisure Ltd.	Caledonia House, Hay Street, Perth, PH1 5HS.
Horsecross Arts Ltd.	Perth Concert Hall, Mill Street, Perth, PH1 5HZ.
Culture Perth & Kinross Ltd.	A K Bell Library, 2-8 York Place, Perth, PH2 8EP

The income, expenditure, assets and liabilities of the Charitable Trusts which are administered and controlled by the Council have also been included as a managed fund. The nature of the assets of the managed fund are heritable property, investments and debtors. The assets are not the property of Perth & Kinross Council and are subject to charitable trust regulations. The Income and Expenditure Account of the Charitable Trusts is detailed on page 83 of the Annual Accounts.

The income, expenditure, assets and liabilities of the Common Good Accounts which are administered and controlled by the Council have also been included as a managed fund. The nature of the assets of the managed fund are heritable property, investments and debtors. The assets are the property of Perth & Kinross Council and are subject to the Accounting Code of Practice. The Income and Expenditure Account of the Common Good is detailed on page 84 of the Annual Accounts.

Perth & Kinross Council's share of the assets and liabilities of Tayside Contracts Joint Committee which is jointly administered and controlled with Dundee City Council and Angus Council has been included in the Group Accounts using the equity method for an associate due to the Council having significant influence rather than joint control over the entity. The Council's investment in Tayside Contracts for 2019/20 is 35.6% (2018/19 36.7%). Copies of Tayside Contracts Joint Committee's individual accounts are published separately, and can be obtained from Head of Financial Services, Tayside Contracts, 1 Soutar Street, Dundee, DD3 8SS.

Perth and Kinross Integration Joint Board (IJB) is the statutory body established to integrate health and social care services between the Council and NHS Tayside. The IJB Board consists of eight voting members, four of whom are Perth & Kinross Council councillors. The Council can therefore exercise joint control over the arrangement and the IJB has been consolidated into the Council Group accounts as a joint venture using the equity method and a percentage share of 50%. Copies of the Perth & Kinross Integration Joint Board individual accounts are published separately and can be obtained from the Chief Financial Officer, Perth & Kinross Integration Joint Board, 2 High Street, Perth, PH1 5PH.

In addition the CIPFA Code requires the realignment of accounting policies for entities included within the Group Accounts. The pension liability at 31 March 2020 for Horsecross Arts Ltd of £922,000 has been included within the Group Reserves balance at 31 March 2020.

Tayside and Central Scotland Transport Partnership (TACTRAN) is a statutory body established under the Transport (Scotland) Act 2005. The partnership covers Angus, Dundee City, Perth & Kinross and Stirling Council areas. The results of TACTRAN have been excluded from Perth & Kinross Council's Group accounts on the grounds of materiality.

## 2. Nature of Combination

The Council inherited its interest in the Tayside Valuation Board following the reorganisation of local government in 1996. It is considered that the Council's interest was obtained on an acquisition basis. However, as no consideration was given, no goodwill requires to be accounted for.

## 3. Financial Impact of Consolidation and Going Concern

The effect of inclusion of the Subsidiaries and Associates listed above in the Group Balance Sheet is to increase both reserves and net assets by £10,773,000 (2018/19 £12,668,000 increase).

All Subsidiaries and the Associate have prepared their accounts on a 'going concern' basis. The Council's Group Accounts have been prepared on a 'going concern' basis as there is no reason to suggest that future funding will not continue. Apart from the disclosures made in the Notes to the Group Accounts there were no material amounts or details in relation to associates or managed funds.

## 4. Group Comprehensive Income & Expenditure Statement – Financing and Investment Income & Expenditure

	2019/20 £'000	2018/19 £'000
Council Financing and Investment Income & Expenditure	23,269	21,335
Subsidiaries	(65)	(51)
Charitable Trusts	121	(181)
Common Good	(22)	(18)
	<u>23,303</u>	<u>21,085</u>

## 5. Group Balance Sheet - Investments

	2019/20 £'000	2018/19 £'000
Council Investments	139,395	25,317
Charitable Trusts Investments	2,203	2,453
Common Good Investments	2,003	2,003
Total Group Investments	<u>143,601</u>	<u>29,773</u>

## 6. Group Balance Sheet – Short term Debtors (net of provisions)

	2019/20 £'000	2018/19 £'000
Net Debtors Balance - Note 28 to the Financial Statements	27,854	27,488
Subsidiary Debtors	733	1,455
Charitable Trust		
Debtors	220	188
Inter-company elimination	(216)	(185)
Common Good		
Debtors	192	159
Inter-company elimination	(179)	(145)
Total Group Debtors	<u>28,604</u>	<u>28,960</u>

## 7. Group Balance Sheet – Short term Creditors

	2019/20 £'000	2018/19 £'000
Net Creditors Balance - Note 29 to the Financial Statements	(59,141)	(59,589)
Charitable Trust		
Creditors	(6)	(19)
Inter-company elimination	216	186
Common Good		
Creditors	(95)	(89)
Inter-company elimination	179	145
	<u>(58,847)</u>	<u>(59,366)</u>
Subsidiary Creditors	<u>(3,199)</u>	<u>(3,578)</u>
Total Group Creditors	<u><u>(62,046)</u></u>	<u><u>(62,944)</u></u>

## 8. Group Balance Sheet - Pension Liability

	2019/20 £'000	2018/19 £'000
Net Pensions Liability at 31 March - Note 18 to the Financial Statements	(121,432)	(118,542)
Subsidiaries	<u>(7,887)</u>	<u>(8,408)</u>
Group Pension Liability at 31 March	<u><u>(129,319)</u></u>	<u><u>(126,950)</u></u>

## 9. Group Cash Flow Statement

There has been no impact on the Group Cash Flow Statement from the inclusion of the Tayside Valuation Joint Board, Tayside Contracts Joint Committee, or the Perth & Kinross Integration Joint Board. Cash transactions between the Joint Boards and the Council are already included within the Council's Cash Flow Statement and there were no dividend transactions.

The impact of the inclusion of Live Active Leisure Ltd., Horsecross Arts Ltd. and Culture Perth & Kinross Ltd. within the Group Cash Flow Statement is to increase the movement in the net cash position by £10,052,000 (2018/19, increase of £9,583,000). A cash increase of £8,297,000 represents the Council's 100% share of Live Active Leisure Ltd., a cash increase of £320,000 represents the Council's 100% share of Horsecross Arts Ltd and a cash increase of £1,435,000 represents the Council's 100% share of Culture Perth & Kinross Ltd.

## 10. Group Cash Flow – Investing Activities

	2019/20 £'000	2018/19 £'000
Council Investing Activities	(147,487)	(51,743)
Subsidiaries	<u>239</u>	<u>(559)</u>
	<u><u>(147,248)</u></u>	<u><u>(52,302)</u></u>

## 11. Group Cash Flow – Financing Activities

	2019/20 £'000	2018/19 £'000
Council Financing Activities	167,978	25,530
Subsidiaries	<u>0</u>	<u>69</u>
	<u><u>167,978</u></u>	<u><u>25,599</u></u>

## 12. Related Party Transactions

The under noted balances, which all relate to the supply of goods and services, existed between the Tayside Valuation Joint Board and the Council at the year-end:

	Balance Due		Balance Due	
	From 31.3.20 £'000	To 31.3.20 £'000	From 31.3.19 £'000	To 31.3.19 £'000
Tayside Valuation Joint Board	8	0	1	0

# **REMUNERATION REPORT FOR FINANCIAL YEAR 2019/20**

## **1. Introduction**

The Local Authority Accounts (Scotland) Amendment Regulations 2011 (SSI No. 2011/64) require local authorities in Scotland to prepare a Remuneration Report as part of their annual statutory accounts. The disclosures within this report have been prepared in accordance with guidance issued by the Scottish Government on 13 May 2011 in Local Government Finance Circular No 8/2011 (subsequently updated). This guidance prescribes the content and format of the information presented within the Remuneration Report and specifies that remuneration disclosures are to be based upon taxable expenses and benefits. The disclosures are set out in accordance with proper accounting practice as prescribed by the Code of Practice on Local Authority Accounting in the UK and include prior year comparative figures.

## **2. Audit of Remuneration Report**

The Remuneration Report is a statement in its own right rather than a note to the accounts and certain disclosures within the report are subject to audit.

All information disclosed in Tables 1 to 7 in this Remuneration Report will be audited by the Council's appointed auditor KPMG. The other sections of the Remuneration Report will be reviewed by KPMG to ensure that they are consistent with the financial statements.

## **3. Remuneration of Senior Councillors**

- 3.1 The remuneration of Councillors is regulated by the Local Governance (Scotland) Act 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 Civic Head (Provost), Senior Councillors or Councillors. The Leader of the Council and the Civic Head 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.
- 3.2 When determining the level of remuneration for Councillors the Scottish Ministers considered the recommendations of the former Scottish Local Authority Remuneration Committee (SLARC). SLARC was 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 Committee was stood down in February 2013.
- 3.3 The Regulations set out the salary that is to be paid to the Leader of the Council in accordance with bandings also set out in the Regulations. The Regulations also permit the Council to remunerate one Civic Head, which in the case of Perth & Kinross Council is the Provost and set out the maximum salary that may be paid to that Civic Head. For 2019/20 the maximum salary for the Leader of Perth & Kinross Council is £34,944 and the Council has agreed that the Civic Head be paid 75% of the salary of the Leader, which for 2019/20 is a maximum of £26,208. Please refer to Table 1.
- 3.4 In addition to the Leader of the Council and Civic Head, Regulations also set out the maximum number of Senior Councillors the Council may have; the maximum yearly amount that may be paid to a Senior Councillor (75% of the total yearly amount payable to the Leader of the Council) and the maximum yearly amount payable by the Council for all Senior Councillors. Perth & Kinross Council may have a maximum of 14 Senior Councillors with a maximum salary of £26,208. The maximum yearly amount payable for all Senior Councillors of £305,746 in 2019/20 (excluding the Council Leader, Civic Head, Conveners and Vice Conveners of Joint Boards). The Council can exercise local flexibility in the determination of the precise number of Senior Councillors and their salary within these maximum limits. Perth & Kinross Council's policy in 2019/20 was to pay Senior Councillors up to 90% of the maximum of £26,208 as prescribed by SLARC.
- 3.5 The Regulations also set out the remuneration payable to Councillors with the responsibility of a Convener or a Vice-Convener of a Joint Board such as Tayside Valuation Joint Board. The Regulations require the remuneration to be paid by the Council of which the Convener or Vice-Convener is a member. Joint Board Conveners and Vice-Conveners are considered to be Senior Councillors for remuneration disclosure purposes. In financial year 2019/20, Councillor Drysdale from Perth & Kinross Council served as Convener of the Integration Joint Board but incurred no remuneration for that responsibility.
- 3.6 During 2019/20 Perth & Kinross Council had a total of 10 Senior Councillors at any one time and a total of 13 Senior Councillors during the year for the purposes of the Remuneration Report. Details are provided in Table 1. Together with the Leader of the Council and the Provost, the total remuneration including taxable expenses paid to these Councillors was £293,272. The individual amounts payable to the Leader of the Council, the Provost and the Senior Councillors of Perth & Kinross Council in 2019/20 are set out in Table 1. 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.

**Table 1: Remuneration of Senior Councillors, Conveners and Vice-Conveners of Joint Boards for Financial Year 2019/20**

<b>Name and Post Title</b>	<b>Salary, Fees &amp; Allowances 2019/20</b>	<b>Taxable Expenses 2019/20 (Note 1)</b>	<b>Total Remuneration 2019/20</b>	<b>Total Remuneration 2018/19</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
D Murray Lyle Council Leader, Convener Strategic Policy & Resources Committee	34,944	61	<b>35,005</b>	34,083
Dennis Melloy Provost (Civic Head)	26,208	37	<b>26,245</b>	25,572
Chris Ahern Convener Licensing Committee	23,468	57	<b>23,525</b>	17,874
Henry Anderson Convener Local Review Body (from 25/09/19)	12,120	87	<b>12,207</b>	n/a
Kathleen Baird Convener Licensing Board	23,468	7	<b>23,475</b>	22,838
Peter Barrett Convener Housing & Communities Committee (to 24/09/19)	11,321	79	<b>11,400</b>	22,965
Bob Brawn Convener Housing & Communities Committee (from 25/09/19)	12,120	52	<b>12,172</b>	n/a
Rhona Brock Convener Licensing Committee (to 19/6/18)	n/a	n/a	<b>n/a</b>	4,994
Dave Doogan Leader of the Opposition (to 19/02/20)	17,601	68	<b>17,669</b>	22,955
Eric Drysdale Convener Audit Committee	23,468	78	<b>23,546</b>	22,905
Angus Forbes Convener Environment & Infrastructure Committee	23,468	0	<b>23,468</b>	22,831
Grant Laing Convener Scrutiny Committee (to 19/02/20), Leader of the Opposition (from 20/02/20)	23,468	94	<b>23,562</b>	22,962
Roz McCall Convener Planning & Development Management Committee	23,468	13	<b>23,481</b>	22,883
Sheila McCole Convener Scrutiny Committee (from 20/02/20)	2,599	57	<b>2,656</b>	n/a
Caroline Shiers Convener Lifelong Learning Committee	23,468	0	<b>23,468</b>	22,831
Lewis Simpson Convener Local Review Body (to 24/09/19)	11,321	72	<b>11,393</b>	19,126
Willie Wilson Convener Local Review Body (to 31/5/18)	n/a	n/a	<b>n/a</b>	3,838
<b>TOTAL (Note 2)</b>	<b>292,510</b>	<b>762</b>	<b>293,272</b>	288,657

**Notes:**

- (1) Taxable Expenses relate to meals provided by the Council. Only those expenses incurred whilst undertaking a Senior Councillor role are included.
- (2) After adjusting for the salaries of the Leader of the Council and the Civic Head (Provost), the total salaries paid to Senior Councillors in 2019/20 was £231,358 which compares with the maximum under Regulations of £305,746.

- 3.7 The arrangements for political decision-making structures within Perth & Kinross Council as at 31 March 2020, which encompassed the salaries of all Elected Members including the Council Leader, Civic Head and Senior Councillors, were agreed at the meeting of the full Council on 17 May 2017 (Report No. 17/81 refers) and are available on the Council's website.
- 3.8 The Council paid the following salaries and expenses to all Councillors (including those listed in Table 1 above) in financial year 2019/20:



**Table 2: Remuneration Paid to Councillors 1 April 2019 to 31 March 2020**

Type of Remuneration	2019/20 £	2018/19 £
Salaries	779,644	762,679
Taxable Expenses	1,546	2,368
Total	<u>781,190</u>	<u>765,047</u>

3.9 The annual return of Councillors' salaries and expenses for 2019/20 is available for any member of the public to view at Perth & Kinross Council, 2 High Street, Perth; libraries and local area offices during normal working hours when these buildings re-open to the public. It is also available on the Council's website at Councillors Expenses and members of the public can request a copy from the Council's Communication's Team.

3.10 The information in the annual return of Councillors' salaries and expenses for 2019/20 differs from the information presented within the Remuneration Report as the Remuneration Report excludes the payment of expenses which are not subject to taxation such as receipted car mileage expenses; expenditure on public transport and subsistence expenses.

#### **4. Remuneration of Senior Employees**

4.1 The Council is required to publish the remuneration of Senior Employees as defined by the disclosure regulations. Senior Employees are defined with reference to their management authority; to the political restriction placed upon their post under section 2(1) (a), (b) or (c) of the Local Government Housing Act 1989 and with reference to their reporting relationship to the Council's 'Head of Paid Service' or Chief Executive. The disclosure requirements also include any employee whose annual remuneration is £150,000 or more. No employee of Perth & Kinross Council was remunerated at this level in 2019/20.

4.2 The application of the disclosure regulations in relation to the management structure of Perth & Kinross Council defines the following post-holders as Senior Employees in 2019/20:

- The Chief Executive as the statutory head of paid service.
- The Deputy Chief Executive and Chief Operating Officer as the officer responsible for the management of the authority to the extent that they may direct or control the major activities of the authority either solely or collectively.
- The Executive Director of Education & Children's Services as the Council's Chief Education Officer, the Head of Legal and Governance Services as the Council's statutory monitoring officer; the Head of Finance as the Council's proper officer for financial administration and the Deputy Director of Education & Children's Services as the Council's statutory Chief Social Work Officer.
- The Executive Director of Housing and Environment and the Chief Officer of the Perth & Kinross Health & Social Care Partnership, that are officers who are directly accountable to the Council's head of paid service and/or are directly accountable to the Council or any committee or sub-committee.

4.3 The Scottish Joint Negotiating Committee (SJNC) for Local Authority Services sets the salaries for the Chief Executives of Scottish local authorities.

4.4 The remuneration of Senior Employees of Perth & Kinross Council and its Subsidiaries for 2019/20 is detailed in table 3 below:

**Table 3: Remuneration of Senior Employees of the Council and its Subsidiaries for Financial Year 2019/20 (Job titles as at 31 March 2020)**

Name and Post Title	Salary, Fees & Allowances 2019/20 £	Compensation for Loss of Office £	Total Remuneration 2019/20 £	Total Remuneration 2018/19 £
Karen Reid Chief Executive (Note 1)	139,042	n/a	<b>139,042</b>	75,905
Bernadette Malone Chief Executive (retired 01/07/18)	n/a	n/a	<b>n/a</b>	32,531
James Valentine Depute Chief Executive & Chief Operating Officer	123,926	n/a	<b>123,926</b>	117,104
Gordon Paterson Chief Officer, Perth & Kinross Health & Social Care Partnership (Note 2)	108,024	n/a	<b>108,024</b>	n/a
Sheena Devlin Executive Director of Education & Children's Services and Chief Education Officer	108,024	n/a	<b>108,024</b>	106,524
Barbara Renton Executive Director of Housing & Environment	109,459	n/a	<b>109,459</b>	106,634
Jacqueline Pepper Depute Director of Education & Children's Services and Chief Social Work Officer	94,948	n/a	<b>94,948</b>	92,183

Name and Post Title	Salary, Fees & Allowances 2019/20 £	Compensation for Loss of Office £	Total Remuneration 2019/20 £	Total Remuneration 2018/19 £
Lisa Simpson Head of Legal & Governance Services	93,840	n/a	<b>93,840</b>	90,369
Stewart MacKenzie Head of Finance	89,592	n/a	<b>89,592</b>	86,735
Nick Williams Horsecross Arts Limited – Chief Executive (from 02/12/19)	21,667	n/a	<b>21,667</b>	n/a
Michael Griffiths Horsecross Arts Limited – Interim Chief Executive (left 30 June 2019)	15,250	n/a	<b>15,250</b>	77,000
Paul Cromwell Live Active Leisure – Chief Executive	75,954	n/a	<b>75,954</b>	73,461
James Moyes Live Active Leisure – Chief Executive (retired 30/06/18)	n/a	n/a	<b>n/a</b>	20,313
Helen Smout Culture Perth & Kinross Limited – Chief Executive	61,360	n/a	<b>61,360</b>	59,577
<b>TOTAL</b>	<b>1,041,086</b>	0	<b>1,041,086</b>	<b>938,336</b>

Notes:

- (1) The substantive salary for the Chief Executive is laid down in COSLA Circular CO/150.
- (2) The previous post holder who left on 31 March 2019, was remunerated by NHS Tayside and therefore is not included in the table above.

4.5 Election fees are included with senior employee salaries. No other taxable benefits or bonuses were received by the above-named senior employees of Perth & Kinross Council in 2019/20.

## 5. General Disclosure of Remuneration by Pay Band

5.1 In accordance with the disclosure regulations, Table 4 below details the number of Perth & Kinross Council employees (including teachers) whose annual remuneration in 2019/20 was £50,000 or more, including senior employees subject to individual disclosure in section 4 of this report. The information is presented, as required, in bandings of £5,000.

**Table 4: Remuneration of Employees by Pay Band for 2019/20**

Remuneration Bands	Number of Employees	
	2019/20	2018/19
£50,000-£54,999	143	96
£55,000-£59,999	104	43
£60,000-£64,999	36	18
£65,000-£69,999	18	4
£70,000-£74,999	2	4
£75,000-£79,999	3	6
£80,000-£84,999	4	10
£85,000-£89,999	15	1
£90,000-£94,999	3	3
£95,000-£99,999	0	0
£100,000-£104,999	0	0
£105,000-£109,999	3	2
£110,000-£114,999	0	0
£115,000-£119,999	0	1
£120,000-£124,999	1	0
£125,000-£129,999	0	0
£130,000-£134,999	0	0
£135,000-£139,999	1	0
<b>Total</b>	<b>333</b>	<b>188</b>

5.2 The overall large increase in the total number of staff in the table consists mainly of teaching staff entering the table for the first time. There was a 7% pay award for teaching staff at all levels with effect from 1 April 2019 which brought many teaching staff into the £50,000 - £54,999 pay band for the first time and moved a large number of teaching staff from that pay band to the £55,000 - £59,999 pay band. There are currently 116 teaching staff in the £50,000 - £54,999 pay band and 77 teaching staff in the £55,000 - £59,999 pay band. Similarly, the increase in numbers in the £65,000 - £69,999 pay band, resulting from the Teachers pay increase, includes 15 Principal, Depute and Head Teachers.

5.3 There was also a pay increase for single status staff of 3% which has also had some effect on movement between bands. The increase in the £60,000 - £64,999 pay band arises from both the teacher and the single status pay increases and include 16 Single Status staff in this band. At the £85,000 - £89,999 pay band the increase is mainly due to the pay rise for Single Status staff and comprises of 10 Single Status staff in this group.

**Table 5: The number of Exit Packages with Total Cost per band and Total Cost of Compulsory and Other Redundancies**

(a) Exit package cost band (including special payments)	(b) Number of compulsory redundancies		(c) Number of other departures agreed		(d) Total number of exit packages by cost band (b) + (c)		(e) Total cost of exit packages in each band	
	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20 £'000	2018/19 £'000
£0 - £20,000	0	0	73	88	73	88	39	159
£20,001 - £40,000	0	0	0	5	0	5	0	124
£40,001 - £60,000	0	0	2	1	2	1	95	43
£60,001 - £80,000	0	0	1	1	1	1	65	62
£80,001 - £100,000	0	0	1	2	1	2	95	186
Over £100,000	0	0	1	0	1	0	113	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>78</b>	<b>97</b>	<b>78</b>	<b>97</b>	<b>407</b>	<b>574</b>

5.4 The costs included within Table 5 are all non-recurring and include payments to individual officers and to the relevant Superannuation Fund.

5.5 All of the individual exit packages included within Table 5 have been subject to a full business case (where appropriate) outlining the implications for the Council. In terms of the financial assessment for each business case, the maximum payback period is up to five years. The departure of the individuals included in the above table has delivered significant recurring savings to the Council and facilitated the delivery of an ambitious and challenging transformation / modernisation programme.

## **6. Remuneration by Subsidiary Bodies of Perth & Kinross Council**

6.1 Councillors and senior employees of Perth & Kinross Council serve as board members; officials and technical advisors to subsidiary bodies of the Council. In 2019/20, the Head of Legal & Governance Services served as a proper officer to the Tayside and Central Scotland Transport Partnership (TACTRAN). No remuneration was paid to Councillors or Senior Employees of Perth & Kinross Council by subsidiary bodies of the Council in 2019/20.

## **7. Disclosure of Pension Benefits**

7.1 The disclosure regulations require the separate disclosure of accrued pension benefits for Senior Councillors and Senior Employees of Perth & Kinross Council. Pension Benefits for councillors and local government employees are provided through the Local Government Pension Scheme (LGPS). Councillors have only been eligible to join this scheme since May 2007.

7.2 Councillor's 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 uplift for the cost of living as measured by the appropriate index 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.

7.3 From 1 April 2015 a career average scheme was implemented for local government employees. This means that pension is built up based on the pensionable pay for each year. The benefit is added to the employee's pension account plus inflation increases. The scheme's normal retirement age for both councillors and employees will vary dependant on age and length of pensionable service.

7.4 From 1 April 2009 a tiered contribution scheme was introduced with contributions from scheme members being based on how much pay falls into each tier. Prior to 2009 contribution rates were set at 6% for all non-manual employees.

### **Tiered Pension Contribution Rates for Local Government Pension Scheme Members in 2019/20**

Actual Pensionable pay	Contribution Rate 2019/20
On earnings up to and including £21,300	5.5%
On earnings above £21,300 and up to £26,100	7.25%
On earnings above £26,100 and up to £35,700	8.5%
On earnings above £35,700 and up to £47,600	9.5%
On earnings above £47,600	12%

7.5 Pensionable Pay includes salary, plus any contractual elements of pay such as shift payment, night working payment, standby and the monetary value of any accommodation or other allowances in kind pertaining to employment.

7.6 Under the scheme there is no automatic entitlement to a lump sum. Members may opt to give up (commute) pension for lump sum up to the limit set by the Finance Act 2004. The pension is built up based on pensionable pay in the year with an accrual rate of 1/49<sup>th</sup> added to the pension account. (Prior to 2015 the accrual rate was 1/60<sup>th</sup> of final pensionable salary and years of pensionable service. Prior to 2009 the accrual rate guaranteed a pension based on 1/80<sup>th</sup> and a lump sum based on 3/80<sup>th</sup> of final pensionable salary and years of pensionable service).

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

## 7.8 Pension Entitlements of Senior Councillors

The pension entitlements of Senior Councillors of Perth & Kinross Council for the year to 31 March 2020 are shown in Table 6 below, together with the contribution made by the Council to each Senior Councillor's pension during the year.

**Table 6: Pension Entitlements of Senior Councillors for Financial Year 2019/20**

Name and Post Title	In-year pension contributions		Accrued Pension Benefits			
	2019/20	2018/19		as at 2019/20	as at 2018/19	Difference
	£	£		£	£	£'000
D Murray Lyle Council Leader, Convener Strategic Policy & Resources Committee	5,940	5,779	Pension Lump Sum	6 2	5 2	1 0
Dennis Melloy Provost (Civic Head)	4,455	4,334	Pension Lump Sum	8 2	6 2	2 0
Chris Ahern Convener Licensing Committee (from 20/06/18)	3,990	3,660	Pension Lump Sum	1 0	1 0	0 0
Henry Anderson Convener Local Review Body (from 25/09/19)	3,493	n/a	Pension Lump Sum	4 0	n/a	n/a
Kathleen Baird Convener Licensing Board	3,990	3,881	Pension Lump Sum	2 0	2 0	0 0
Peter Barrett Convener Housing & Communities Committee (to 24/09/19)	3,458	3,881	Pension Lump Sum	5 2	5 2	0 0
Bob Brawn Convener Housing & Communities Committee (from 25/09/19)	3,493	n/a	Pension Lump Sum	1 0	n/a	n/a
Rhona Brock Convener Licensing Committee (to 19/6/18)	n/a	3,103	Pension Lump Sum	n/a	2 0	n/a
Dave Doogan Leader of the Opposition (to 19/02/20)	2,992	3,881	Pension Lump Sum	3 0	3 0	0 0
Eric Drysdale Convener Audit Committee	3,990	3,881	Pension Lump Sum	1 0	1 0	0 0
Angus Forbes Convener Environment & Infrastructure Committee	3,990	3,881	Pension Lump Sum	1 0	1 0	0 0
Grant Laing Convener Scrutiny Committee (to 19/02/20), Leader of the Opposition (from 20/02/20)	3,990	3,881	Pension Lump Sum	3 0	2 0	1 0
Roz McCall Convener Planning & Development Management Committee	3,990	3,881	Pension Lump Sum	1 0	1 0	0 0
Sheila McCole Convener Scrutiny Committee (from 20/02/20)	3,074	n/a	Pension Lump Sum	1 0	n/a	n/a
Caroline Shiers Convener Lifelong Learning Committee	3,990	3,881	Pension Lump Sum	5 1	4 1	1 0
Lewis Simpson Convener Local Review Body (to 24/09/19)	3,458	3,716	Pension Lump Sum	5 2	4 2	1 0
William Wilson Convener Local Review Body (to 31/05/18)	n/a	3,054	Pension Lump Sum	n/a	1 0	n/a
<b>TOTAL</b>	<b>58,293</b>	<b>54,694</b>				

Notes:

- (1) The pension benefits shown relate to the benefits that the individual has accrued because of their total local government service, including any service with a Council subsidiary body, and not just their current appointment. Councillors have only been eligible to join the Local Government Pension Scheme since May 2007.

## 7.9 Pension Entitlements of Senior Employees

The pension entitlements of senior employees of Perth & Kinross Council and its subsidiaries for the year to 31 March 2020 are shown in table 7 below, together with the contribution made by the Council to each Senior Employee's pension during the year.

**Table 7: Pension Entitlements of Senior Employees of the Council and its Subsidiaries for Financial Year 2019/20  
(Post titles as at 31 March 2020)**

Name and Post Title	In-year pension contributions		Accrued Pension Benefits (Note 1 and 2)			
	2019/20 £	2018/19 £		as at 31/03/2020 £'000	as at 31/03/2019 £'000	Difference £'000
Karen Reid Chief Executive	22,784	12,904	Pension Lump Sum	26 1	22 0	4 1
Bernadette Malone Chief Executive (retired 01/07/18)	n/a	5,530	Pension Lump Sum	n/a	49 129	n/a
James Valentine Depute Chief Executive & Chief Operating Officer	20,876	19,889	Pension Lump Sum	58 109	54 104	4 5
Gordon Paterson Chief Officer, Perth & Kinross Health & Social Care Partnership	18,364	n/a	Pension Lump Sum	49 92	n/a	n/a
Sheena Devlin Executive Director of Education & Children's Services and Chief Education Officer	18,364	18,109	Pension Lump Sum	55 103	51 101	4 2
Barbara Renton Executive Director of Housing and Environment	18,364	18,109	Pension Lump Sum	24 7	21 7	3 0
Jacqueline Pepper Depute Director of Education & Children's Services and Chief Social Work Officer	16,141	15,671	Pension Lump Sum	24 25	21 24	3 1
Lisa Simpson Head of Legal & Governance Services	15,824	15,363	Pension Lump Sum	9 0	7 0	2 0
Stewart MacKenzie Head of Finance	15,187	14,745	Pension Lump Sum	39 63	36 61	3 2
Nick Williams Horsecross Arts Limited – Chief Executive (from 02/12/19)	3,683	n/a	Pension Lump Sum	0 0	n/a	n/a
Michael Griffiths (Note 2) Horsecross Arts Limited – Interim Chief Executive (left 30 June 2019)	0	0	Pension Lump Sum	n/a	n/a	n/a
Paul Cromwell Live Active Leisure – Chief Executive	12,912	12,488	Pension Lump Sum	18 11	16 11	2 0
James Moyes Live Active Leisure - Chief Executive (retired 30/06/18)	n/a	3,428	Pension Lump Sum	n/a	44 94	n/a
Helen Smout Culture Perth & Kinross Limited - Chief Executive	10,431	10,128	Pension Lump Sum	20 22	18 21	2 1
<b>TOTAL</b>	<b>172,930</b>	<b>146,364</b>				

Notes:

- (1) Accrued pension benefits include total benefits accumulated during all membership of the Local Government Pension Scheme and not just service in their current role.
- (2) Michael Griffiths opted out of the pension scheme.

Signed:

Karen Reid  
Chief Executive

Perth & Kinross Council

Councillor Murray Lyle  
Leader of the Council

Perth & Kinross Council

## **GLOSSARY**

### **ACCOUNTING PERIOD**

The period of time covered by the accounts, normally a period of twelve months commencing on 1 April. The end of the accounting period is the Balance Sheet date.

### **ACCRUALS**

Sums included in the final accounts to recognise revenue and capital income and expenditure earned or incurred in the financial year, but for which actual payment had not been received or made as at 31 March.

### **BEACON METHOD (ADJUSTED VACANT POSSESSION METHOD)**

Based on the (vacant possession) market value of the asset which is the adjusted to reflect the assets' use for social housing with a sitting tenant.

### **CAA**

Capital Adjustment Account

### **CAPITAL EXPENDITURE**

Expenditure on the acquisition of a fixed asset, which will be used in providing services beyond the current accounting period, or expenditure which adds to and not merely maintains the value of an existing fixed asset.

### **CAPITAL FINANCING**

Funds raised to pay for capital expenditure. There are various methods of financing capital expenditure including borrowing, leasing, direct revenue financing, usable capital receipts, capital grants, capital contributions, revenue reserves and earmarked reserves.

### **CAPITAL RECEIPT**

The proceeds from the disposal of land or other fixed assets. Proportions of capital receipts can be used to finance new capital expenditure, within rules set down by the Government but they cannot be used to finance revenue expenditure.

### **CONTINGENT LIABILITY**

A contingent liability is either:

- A possible obligation arising from past events whose existence will be confirmed only by the occurrence of one or more uncertain future events not wholly within the Council's control; or
- A present obligation arising from past events where it is not probable that a transfer of economic benefits will be required, or the amount of the obligation cannot be measured with sufficient reliability.

### **CORPORATE & DEMOCRATIC CORE**

The corporate and democratic core comprises all the activities that local authorities engage in specifically because they are elected, multi-purpose authorities. The cost of these activities are thus over and above those which would be incurred by a series of independent single purpose, nominated bodies managing the same services. There is therefore no logical basis for apportioning these costs to services.

### **CREDITOR**

Amount owed by the Council for work done, goods received or services rendered within the accounting period, but for which payment has not been made by the Council by the end of that accounting period.

### **CRR**

Capital Receipts Reserve

### **CURRENT VALUE**

The measurement of operational assets used for the delivery of Council services. Property, plant and equipment is measured on the basis of service potential using existing use value for assets where an active market exists, existing use value-social housing for operational Council dwellings or depreciated replacement cost for assets where there is no market and/or the asset is specialised.

### **DBFM**

Design Build Finance Maintain - A Non-Profit Distribution (NPD) model to Design, Build, Finance, and Maintain infrastructure which requires the private sector to take a fixed rate of return. The DBFM agreement provides the Council with the right to receive services in return for an annual payment (unitary charge) which comprises the costs of construction, finance, and maintenance, and for the provision of any agreed additional services, for the duration of the agreement.

### **DISCOUNTED CASH FLOW METHOD**

Quantifies the cash-generating potential, stated at present value, of the housing operation taking into account the estimated future income and expenditure streams.

### **DEBTOR**

Amount owed to the Council for works done, goods received or services rendered within the accounting period, but for which payment has not been received by the Council by the end of that period.

**EXISTING USE VALUE FOR SOCIAL HOUSING (EUV-SH)**

Is the estimated amount for which a property should exchange on the date of valuation, between a willing buyer and a willing seller in an arm's length transaction.

**FAIR VALUE**

Fair value is the price that would be received to sell an asset or pay to transfer a liability in an orderly transaction between market participants at the measurement date.

**FIAA**

Financial Instruments Adjustment Account

**IMPAIRMENT**

A reduction in the value of a fixed asset to below its carrying amount on the Balance Sheet.

**MATERIALITY**

The concept that the Statement of Accounts should include all amounts which, if omitted, or mis-stated, could be expected to lead to a distortion of the financial statements and ultimately mislead a user of the accounts.

**NET BOOK VALUE**

The amount at which fixed assets are included in the Balance Sheet, i.e. their historical costs or current value less the cumulative amounts provided for depreciation.

**NON-DISTRIBUTED COSTS**

These are overheads which cannot be directly allocated to a specific area of activity and as such are not apportioned to services.

**PPE**

Property, Plant & Equipment

**PRIOR YEAR ADJUSTMENT**

Material adjustments applicable to previous years arising from changes in accounting policies or from the correction of fundamental errors. This does not include normal recurring corrections or adjustments of accounting estimates made in prior years.

**PROVISION**

An amount put aside in the accounts for future liabilities or losses which are certain or very likely to occur but the amounts or dates of when they will arise are uncertain.

**PUBLIC WORKS LOAN BOARD (PWLb)**

An agency of HM Treasury, which provides loans mainly for capital purposes of one year or more to authorities at interest rates of up to 2% above those at which the UK Government can itself borrow at.

**REVENUE EXPENDITURE**

The day-to-day expenses of providing services.





## Appendix B

(Letterhead of the Entity we audit)

KPMG LLP  
319 St Vincent Plaza  
Glasgow, G2 5AS

16 September 2020

Dear Sirs

This representation letter is provided in connection with your audit of the Group and council only financial statements of Perth and Kinross Council (“the Council”), for the year ended 31 March 2020, for the purpose of expressing an opinion:

- i. as to whether these financial statements, in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2019/20 give a true and fair view of the state of the Group’s and of the Council’s affairs as at 31 March 2020 and of the Group’s and Council’s income and expenditure for the financial year then ended;
- ii. whether the group and council financial statements have been properly prepared in accordance with International Financial Reporting Standards as adopted by the European Union (“IFRSs”), as interpreted and adapted by the Code of Practice on Local Authority Accounting in the United Kingdom 2019/20; and
- iii. whether the financial statements 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.

These financial statements comprise the following the consolidated and Council Balance Sheets as at 31 March 2020, the related comprehensive income and expenditure statements, the movement in reserves statements, cash flow statements, the Council’s housing reserve accounts income and expenditure statement, the movement on the housing revenue account statement, the council tax income account, the non domestic rate income accounts for the year then ended and the notes, comprising of summary of significant accounting policies and other explanatory information.

I confirm that the representations I make in this letter are in accordance with the definitions set out in the Appendix to this letter.

I confirm that, to the best of my knowledge and belief, having made such inquiries as I considered necessary for the purpose of appropriately informing myself:

### Financial statements

1. I have fulfilled my responsibilities, as set out in the terms of the audit engagement dated 31 May 2016, for the preparation of financial statements that:
  - i. give a true and fair view of the state of the Group’s and of the Council’s affairs as at the end of its financial year and of the Group’s and Council’s income and expenditure for that financial year;
  - ii. have been properly prepared in accordance with International Financial Reporting Standards as adopted by the European Union, as interpreted and

- adapted by the Code of Practice on Local Authority Accounting in the United Kingdom 2019/20; and
- iii. 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.

The financial statements have been prepared on a going concern basis.

2. Measurement methods and significant assumptions used by the Council in making accounting estimates, including those measured at fair value, are reasonable.
3. All events subsequent to the date of the financial statements and for which IAS 10 *Events after the reporting period* requires adjustment or disclosure have been adjusted or disclosed.

### **Information provided**

5. I have provided you with:
- access to all information of which it is aware, that is relevant to the preparation of the financial statements, such as records, documentation and other matters;
  - additional information that you have requested from myself for the purpose of the audit; and
  - unrestricted access to persons within the Group and the Council from whom you determined it necessary to obtain audit evidence.
6. All transactions have been recorded in the accounting records and are reflected in the financial statements.
7. I confirm the following:

I have disclosed to you the results of my assessment of the risk that the financial statements may be materially misstated as a result of fraud.

Included in the Appendix to this letter are the definitions of fraud, including misstatements arising from fraudulent financial reporting and from misappropriation of assets.

9. I have disclosed to you all information in relation to:
- a) Fraud or suspected fraud that I am aware of and that affects the Group and the Council and involves:
- management;
  - employees who have significant roles in internal control; or
  - others where the fraud could have a material effect on the financial statements; and
- b) allegations of fraud, or suspected fraud, affecting the Group and the Council's financial statements communicated by employees, former employees, analysts, regulators or others.

In respect of the above, I acknowledge my responsibility for such internal control as I determines necessary for the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In particular, I acknowledge my responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud and error.

10. 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 the financial statements.
11. I have disclosed to you and has appropriately accounted for and/or disclosed in the financial statements, in accordance with IAS 37 *Provisions, Contingent Liabilities and Contingent Assets*, all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements.
12. I have disclosed to you the identity of the Group and the Council's related parties and all the related party relationships and transactions of which I am aware. All related party relationships and transactions have been appropriately accounted for and disclosed in accordance with IAS 24 *Related Party Disclosures*.

Included in the Appendix to this letter are the definitions of both a related party and a related party transaction as I understand them and as defined in IAS 24.

13. I confirm that:

- The financial statements disclose all of the key risk factors, assumptions made and uncertainties surrounding the Council's and the Group's ability to continue as a going concern as required to provide a true and fair view and to comply with IAS 1 *Presentation of Financial Statements*.
- No material events or conditions have been identified that may cast significant doubt on the ability of the Council and the Group to continue as a going concern.

14. On the basis of the process established by myself and having made appropriate enquiries, I am satisfied that the actuarial assumptions underlying the valuation of defined benefit obligations are consistent with its knowledge of the business and are in accordance with the requirements of IAS 19 (revised) *Employee Benefits*.

I further confirm that:

- all significant retirement benefits, including any arrangements that are:
  - statutory, contractual or implicit in the employer's actions;
  - arise in the UK and the Republic of Ireland or overseas;
  - funded or unfunded; and
  - approved or unapproved,have been identified and properly accounted for; and
- all plan amendments, curtailments and settlements have been identified and properly accounted for.

Yours faithfully,

Stewart MacKenzie, Head of Finance

## **Appendix to the Council Representation Letter of Perth and Kinross Council: Definitions**

### **Financial Statements**

IAS 1.10 states that “a complete set of financial statements comprises:

- a statement of financial position as at the end of the period;
- a statement of profit or loss and other comprehensive income for the period;
- a statement of changes in equity for the period;
- a statement of cash flows for the period;
- notes, comprising a summary of significant accounting policies and other explanatory information;
- comparative information in respect of the preceding period as specified in paragraphs 38 and 38A; and
- a statement of financial position as at the beginning of the preceding period when an entity applies an accounting policy retrospectively or makes a retrospective restatement of items in its financial statements, or when it reclassifies items in its financial statements in accordance with paragraphs 40A-40D.

An entity may use titles for the statements other than those used in this Standard. For example, an entity may use the title ‘statement of comprehensive income’ instead of ‘statement of profit or loss and other comprehensive income’.”

Additionally, the financial statements contain the Council and Group Balance Sheet, Comprehensive Income and Expenditure Statement, Movement in Reserves Statement, Cash Flow Statement, and related notes.

### **Material Matters**

Certain representations in this letter are described as being limited to matters that are material.

IAS 1.7 and IAS 8.5 state that:

“Material omissions or misstatements of items are material if they could, individually or collectively, influence the economic decisions that users make on the basis of the financial statements. Materiality depends on the size and nature of the omission or misstatement judged in the surrounding circumstances. The size or nature of the item, or a combination of both, could be the determining factor.”

### **Fraud**

Fraudulent financial reporting involves intentional misstatements including omissions of amounts or disclosures in financial statements to deceive financial statement users.

Misappropriation of assets involves the theft of an entity’s assets. It is often accompanied by false or misleading records or documents in order to conceal the fact that the assets are missing or have been pledged without proper authorisation.

### **Error**

An error is an unintentional misstatement in financial statements, including the omission of an amount or a disclosure.

Prior period errors are omissions from, and misstatements in, the entity's financial statements for one or more prior periods arising from a failure to use, or misuse of, reliable information that:

- was available when financial statements for those periods were authorised for issue; and
- could reasonably be expected to have been obtained and taken into account in the preparation and presentation of those financial statements.

Such errors include the effects of mathematical mistakes, mistakes in applying accounting policies, oversights or misinterpretations of facts, and fraud.

## **Management**

For the purposes of this letter, references to "management" should be read as "management and, where appropriate, those charged with governance".

## **Related Party and Related Party Transaction**

### **Related party:**

A related party is a person or entity that is related to the entity that is preparing its financial statements (referred to in IAS 24 *Related Party Disclosures* as the "reporting entity").

1. A person or a close member of that person's family is related to a reporting entity if that person:
  - has control or joint control over the reporting entity;
  - has significant influence over the reporting entity; or
  - is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.
2. An entity is related to a reporting entity if any of the following conditions applies:
  - The entity and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
  - One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
  - Both entities are joint ventures of the same third party.
  - One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
  - The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity. If the reporting entity is itself such a plan, the sponsoring employers are also related to the reporting entity.
  - The entity is controlled, or jointly controlled by a person identified in (a).
  - A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
  - The entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

A reporting entity is exempt from the disclosure requirements of IAS 24.18 in relation to related party transactions and outstanding balances, including commitments, with:

- a government that has control or joint control of, or significant influence over the reporting entity; and
- another entity that is a related party because the same government has control or joint control of, or significant influence over, both the reporting entity and the other entity.

**Related party transaction:**

A transfer of resources, services or obligations between a reporting entity and a related party, regardless of whether a price is charged.



# Perth and Kinross Council

Annual audit report to the Members of Perth and Kinross Council and the Controller of Audit for the year ended 31 March 2020

16 September 2020

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## About this report

This report has been prepared in accordance with the responsibilities set out within the Audit Scotland's Code of Audit Practice ("the Code").

This report is for the benefit of Perth and Kinross Council and is made available to Audit Scotland and the Controller of Audit (together "the Beneficiaries"). This report has not been designed to be of benefit to anyone except the Beneficiaries. In preparing this report we have not taken into account the interests, needs or circumstances of anyone apart from the Beneficiaries, even though we may have been aware that others might read this report. We have prepared this report for the benefit of the Beneficiaries alone.

Nothing in this report constitutes an opinion on a valuation or legal advice.

We have not verified the reliability or accuracy of any information obtained in the course of our work, other than in the limited circumstances set out in the scoping and purpose section of this report.

This report is not suitable to be relied on by any party wishing to acquire rights against KPMG LLP (other than the Beneficiaries) for any purpose or in any context. Any party other than the Beneficiaries that obtains access to this report or a copy (under the Freedom of Information Act 2000, the Freedom of Information (Scotland) Act 2002, through a Beneficiary's Publication Scheme or otherwise) and chooses to rely on this report (or any part of it) does so at its own risk. To the fullest extent permitted by law, KPMG LLP does not assume any responsibility and will not accept any liability in respect of this report to any party other than the Beneficiaries.

## Complaints

If at any time you would like to discuss with us how our services can be improved or if you have a complaint about them, you are invited to contact Michael Wilkie, who is the engagement leader for our services to Perth and Kinross Council, telephone 0141 300 5890 or email to michael.wilkie@kpmg.co.uk, who will try to resolve your complaint. If your problem is not resolved, you should contact Hugh Harvie, our Head of Audit in Scotland, either by writing to him at Saltire Court, 20 Castle Terrace, Edinburgh, EH1 2EG or by telephoning 0131 527 6682 or by emailing hugh.harvie@kpmg.co.uk. We will investigate any complaint promptly and do what we can to resolve the difficulties. After this, if you are still dissatisfied with how your complaint has been handled you can refer the matter to Diane McGiffen, Audit Scotland, 4th Floor, 102 West Port, Edinburgh, EH3 9DN.



# Executive summary

## Significant risks

Pages 7-12

- Management override of controls fraud risk
- Fraud risk from income recognition and expenditure
- Revaluation of property, plant and equipment, and investment property
- Retirement benefits

Page 7

Page 8

Page 9

Page 11

Wider scope areas (*no significant risks identified*)

Page 18

## Open recommendations

Appendix three

Number

Significant recommendations

0

Other recommendations

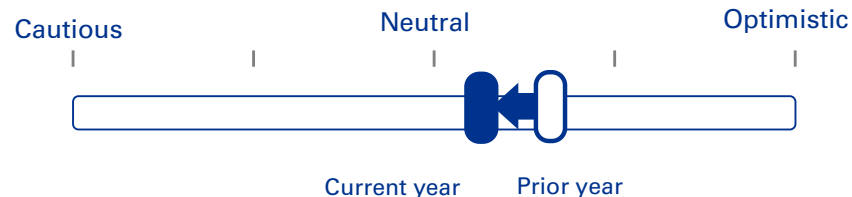
0

Minor recommendations (inclusive of a 2018-19 recommendation)

4

## Accounting judgements related to estimates

Page 13



Overall we are satisfied with the key accounting judgments taken and that discussion of these matters in the section of the accounting policies appropriately addresses the matters we have communicated to you.

## Period of appointment

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In June 2020, we were notified of Audit Scotland's intention to extend the audit appointment an additional year to mitigate any potential impact on the appointments process as a result of Covid-19, this equally applies Perth and Kinross Charitable Trusts. We have been appointed to 2021-22 inclusive

## Going concern

As part of the revised requirements of the Financial Reporting Council, we completed detailed testing of management's assertion that the Council is a going concern. We consider that the Council has sufficient net assets, and sufficient tax raising powers to support this assertion. We also report that legislation ultimately requires the Council and Group accounts to be prepared on a going concern basis, and we were satisfied with this assessment.

## Misstatements

We reported no misstatements corrected or uncorrected. There were some minor presentational changes, and changes arising during the audit through circumstances outwith management's control. We did not consider these to be misstatements.

# Scope and responsibilities

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### Purpose of this report

The Accounts Commission has appointed KPMG LLP as auditor of Perth and Kinross Council (the Council) under part VII of the Local Government (Scotland) Act 1973 (“the Act”). The period of appointment is 2016-17 to 2021-22, inclusive. Our engagement has been extended by Audit Scotland to 2021-22 in order to mitigate any potential impact of Covid-19 on the process for the next period of appointment.

Our annual audit report is designed to summarise our opinions and conclusions on significant issues arising from our audit. It is addressed to both those charged with governance at the Council and the Controller of Audit. The scope and nature of our audit are set out in our audit strategy document which was presented to the audit committee on 5 February 2020.

Audit Scotland's Code of Audit Practice (“the Code”) sets out the wider dimensions of public sector audit which involves not only the audit of the financial statements but also consideration of wider scope areas. The reports incorporate both aspects of the Code.

### Accountable officer responsibilities

The Code sets out the Council's responsibilities in respect of:

- corporate governance;
- financial statements and related reports;
- standards of conduct for prevention and detection of fraud and error
- financial position; and
- Best Value.

### Auditor responsibilities

This report reflects our overall responsibility to carry out an audit in accordance with our statutory responsibilities under the Act and in accordance with International Standards on Auditing (UK) (“ISA”) issued by the Financial Reporting Council (“FRC”) and the Code. Appendix seven sets out how we have met each of the responsibilities set out in the Code.

### Scope

An audit of the financial statements is not designed to identify all matters that may be relevant to those charged with governance. Weaknesses or risks identified are only those which have come to our attention during our normal audit work in accordance with the Code, and may not be all that exist.

Communication by auditors of matters arising from the audit of the financial statements or of risks or weaknesses does not absolve management from its responsibility to address the issues raised and to maintain an adequate system of control.

Under the requirements of ISA 260 *Communication with those charged with governance*, we are required to communicate audit matters arising from the audit of financial statements to those charged with governance of an entity.

This report to those charged with governance and our presentation to audit committee, together with previous reports to the audit committee throughout the year, discharges the requirements of ISA 260.

### Limitations on work performed

This Report is separate from our audit report in the annual accounts and does not provide an additional opinion on the Council's annual accounts nor does it add to or extend or alter our duties and responsibilities as auditors in accordance with the Code.

We have not designed or performed procedures outside those required of us as auditors for the purpose of identifying or communicating any of the matters covered by this Report.

# Audit conclusions

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### Audit opinion

Following approval of the annual accounts by the audit committee, we expect to issue an unqualified opinion on the truth and fairness of the state of the Council's affairs as at 31 March 2020, and of the deficit on the provision of services for the year then ended. We also expect to issue unqualified opinions on the truth and fairness of the state of the Perth and Kinross Council Charitable Trusts' affairs as at 31 March 2020. There are no matters identified on which we are required to report by exception.

### Financial reporting framework, legislation and other reporting requirements

The Council is required to prepare its annual accounts in accordance with International Financial Reporting Standards ("IFRS"), as interpreted and adapted by the Code of Practice on Local Authority Accounting in the United Kingdom 2019-20 ("the CIPFA Code"), and in accordance with the Local Authority Accounts (Scotland) Regulations 2014. Our audit confirmed that the annual accounts have been prepared in accordance with the CIPFA Code and relevant legislation.

The Perth and Kinross Council Charitable Trust's financial statements are prepared in accordance with the Charities SORP (FRS 102), the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audits confirmed that the annual accounts have been prepared in accordance with the relevant charity accounting legislation.

### Annual accounts preparation and audit readiness

The accounts were made available to us on 29 June 2020, and were subsequently considered by the Audit Committee on 22 July 2020. The Council's finance team continued to perform well in its delivery of high quality annual accounts, particularly considering the operational impact of Covid-19. We appreciate that management effectively prioritised preparation of the financial statements and worked with KPMG to ensure continued responsiveness to audit. In 2018-19, a recommendation was made to review the accounts preparation process. All parties agreed that this work would be deferred until 2020-21 in order to support council delivery of key services during the Covid-19 pandemic.

### Statutory reports

We have not identified any circumstances to notify the Controller of Audit that indicate a statutory report may be required.

### Other communications

We did not encounter any significant difficulties during the audit. There were no other significant matters arising from the audit that were discussed, or subject to correspondence with management that have not been included within this report. There are no other matters arising from the audit, that, in our professional judgement, are significant to the oversight of the financial reporting process.

### Audit misstatements

We have not identified any audit misstatements.

### Written representations

Our representation letter does not include any additional representations to those that are standard as required for our audit.

# Materiality and summary of risk areas

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### Materiality

We summarised our approach to materiality in our audit strategy document. On receipt of the financial statements and following completion of audit testing we reviewed our materiality levels and concluded that the level of materiality set at planning was still relevant.

We used a materiality of £9.5 million for the Council's standalone financial statements, and £9.8 million for the Group financial statements. The Council's materiality equates to 1.9% of Council gross expenditure on the provision of services, adjusted for revaluation charges recognised in the year, and funding provided to the Perth and Kinross Integration Joint Board ("the IJB"). We designed our procedures to detect errors in specific accounts at a lower level of precision than our materiality. For the standalone accounts our performance materiality was £7.1 million, and for the Group accounts it was £7.4 million. We report all identified misstatements greater than £250,000.

### Forming our opinions and conclusions

In gathering the evidence for the above opinions and conclusions we:

- performed controls testing and substantive procedures to ensure that key risks to the annual accounts have been covered;
- communicated with the Chief Internal Auditor and reviewed internal audit reports as issued to audit committee to ensure all key risk areas which may be viewed to have an impact on the annual accounts had been considered;
- reviewed estimates and accounting judgements made by management and considered these for appropriateness;
- considered the potential effect of fraud on the annual accounts through discussions with senior management and internal audit to gain a better understanding of the work performed in relation to the prevention and detection of fraud; and

- attended audit committee meetings to communicate our findings to those charged with governance, including private sessions with members, and to update our understanding of the key governance processes.

### Significant risks and other focus areas in relation to the audit of the financial statements

We summarise below the risks of material misstatement as reported within the audit strategy document.

Significant risks:

- Management override of controls fraud risk;
- Fraud risk from income recognition and expenditure;
- Revaluation of property, plant and equipment, and investment property; and
- Retirement benefits.

We also report on the previously identified audit focus area in respect of Capital Expenditure.

As described in more detail on page 12, we updated our understanding of the risks relating to retirement benefits as a result of the legal judgements on McCloud and GMP but did not change our assessment of the risk overall. No other changes to significant risks or other matters were identified during the course of our audit.

### Most significant assessed risks of material misstatement

We set out on pages 7 through 12 the significant risks identified in the audit, together with our conclusions. The audit opinion within the annual accounts includes a reference to the most significant assessed risks of material misstatement, which equates to the significant risks included in this annual audit report. This annual audit report does not constitute our audit opinion; the opinion is included within the annual accounts.

## Significant risks

We set out below the significant risk identified in the audit, together with our conclusion. The audit opinion within the annual accounts includes a reference to the most significant assessed risks of material misstatement, which is the significant risk included in this annual audit report. This annual audit report does not constitute our audit opinion; the opinion is included within the annual accounts.

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SIGNIFICANT RISK	OUR RESPONSE	AUDIT CONCLUSION
<p><b>Management override of controls fraud risk</b></p> <p>A presumed risk we are required to consider covers fraud risk from management override of control.</p> <p>Management is typically in a position to perpetrate fraud owing to its ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Our audit methodology incorporates the risk of management override as a default significant risk.</p> <p>This is an assumed risk per ISA 240 <i>The Auditor's responsibilities related to fraud in the audit of financial statements</i>.</p>	<p>Our audit methodology incorporates the risk of management override as a default significant risk. We did not identify any specific additional risks of management override relating to the audit of the Council.</p> <p>Strong oversight of finances by management provides additional review of potential material errors caused by management override of controls.</p> <p>Our audit procedures included:</p> <ul style="list-style-type: none"> <li>— controls testing and substantive procedures, including over journal entries and accounting estimates (such as over property revaluations and pensions); and</li> <li>— review of significant transactions that are outside the Council's normal course of business, or are otherwise unusual.</li> </ul>	<p><i>We did not identify any indicators of management bias or management fraud during the audit or as a result of our controls testing as presented on page 22.</i></p> <p>Our testing of journal entries was satisfactory and we have obtained sufficient audit evidence as a result of our planned procedures. No issues were identified.</p> <p>We did not identify any significant transactions that are outside the Council's normal course of business, or are otherwise unusual.</p>

# Significant risks (continued)

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SIGNIFICANT RISK	OUR RESPONSE	AUDIT CONCLUSION
<p><b>Fraud risk from income recognition and expenditure</b></p> <p>Under ISA 240 there is a presumed risk that income may be misstated due to improper recognition of income. This requirement is modified by Practice Note 10, issued by the FRC, which states that auditors should also consider the risk that material misstatements may occur by the manipulation of expenditure recognition.</p> <p>We consider that the Council's significant income streams, which include taxation and non-specific grant income are free of management judgement or estimation. We do not consider recognition of remaining income to represent a significant risk for the Council as there are limited incentives or opportunities to manipulate income recognition, and these are not likely to be materially inappropriate. We rebut this risk and did not incorporate specific work in this area beyond our standard fraud procedures.</p> <p>We consider that there is not a risk of improper recognition of expenditure in respect of payroll costs, financing and investment expenditure, or depreciation. These costs are routine in nature and not at risk of manipulation. We rebutted the risk of fraud over other operating expenditure on the basis of materiality.</p> <p>We did not rebut the assumed risk in respect of the remaining expenditure.</p>	<p>In respect of material income:</p> <ul style="list-style-type: none"> <li>– non-ringfenced government grants are agreed in advance of the year, with any changes requiring government approval. There is no estimation or judgement in recognising this stream of income and we do not regard the risk of fraud to be significant. We agreed significant grants to supporting documentation.</li> <li>– the other major sources of income are from annual local taxes and rental income (council tax, non-domestic rates and housing incomes). These incomes are prescribed by law and other specific regulations, which prescribe the period in which annual local taxes and rental income is recognised as income. We performed tests of detail and substantive analytical procedures in our audit of these sources of income.</li> </ul> <p>We performed procedures in respect of expenditure to:</p> <ul style="list-style-type: none"> <li>– compare the outturn with the in year budget monitoring, considering variances;</li> <li>– test controls specific to confirm correct capital vs revenue allocation;</li> <li>– test expenditure cut-off including a search for unrecorded liabilities and journals posted towards the year end;</li> <li>– test transactions focusing on the areas of greatest risk, including debtors, creditors, accruals, prepayments and provisions to challenge completeness and existence of these balances; and</li> <li>– review and challenge of management in respect of estimates for evidence of bias.</li> </ul>	<p><i>We have concluded that that income and expenditure are appropriately recognised.</i></p> <p>Our review of variances of actual performance against budget did not highlight any errors.</p> <p>We undertook a detailed search for unrecorded liabilities, as well as testing estimates over accruals which did not identify any errors in expenditure cut off.</p> <p>No exceptions were identified in respect of the specific controls testing, and expenditure testing covering purchase ledger, and journals.</p> <p>No indications of management bias were identified.</p>

# Significant risks (continued)

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SIGNIFICANT RISK	OUR RESPONSE	AUDIT CONCLUSION
<p><b>Revaluation of property, plant and equipment and investment property</b></p> <p>The CIPFA Code requires that where assets are subject to revaluation, their year-end carrying value should reflect the appropriate fair value at that date. In common with other councils, the Council has adopted a rolling revaluation model which sees all land and buildings revalued over a five year cycle. In 2019-20 HRA housing stock, shops, miscellaneous non-operational properties, investment properties, and industrial properties were subject to revaluation. The revaluation model also includes revaluation of assets with significant capital investment, and consideration of impairment indicators for all Council assets.</p> <p>In 2019-20, all valuations were performed internally with the exception of the HRA housing stock which was carried out by the District Valuer Service (DVS).</p> <p>The Council uses a valuation date of the 1 April 2019 for the 31 March 2020 year end and 1 August 2019 for all investment properties. The HRA valuation date was 30 September 2019. We consider there to be a risk of material movement between these dates.</p>	<p>Our procedures included:</p> <p><b>Control design:</b></p> <p>We tested a control ensuring sufficient segregation of duties and authorisation of valuations before being submitted to Corporate Accounting.</p> <p><b>Assets revalued in the year:</b></p> <p>A number of the Council's assets are revalued on an annual basis, including investment properties and assets held for sale. In relation to those assets which have been revalued during the year we assessed the valuer's qualifications, objectivity and independence to carry out such valuations. We tested the accounting treatment for assets revalued to challenge whether the accounting treatment is appropriate and consider valuation inputs and assumptions using the approach above.</p> <p>We also assessed the risk of the valuation changing materially during the year, or between the date of valuation and the year end.</p> <p><b>Assessing methodology choice and benchmarking assumptions:</b></p> <p>We reviewed management's assessment of impairment indicators and assessed for completeness.</p> <p>We utilised our internal specialist to assess the methodology used including testing the underlying data inputs and assessing the assumptions used in comparison to available market information.</p> <p>We selected a representative sample of 8 HRA properties and agreed the comparable sales data used in their valuation to third party sources.</p> <p>We selected a further sample of 10 assets to agree calculation inputs to supporting evidence, consider in detail the revaluation calculations and challenge the underlying assumptions. These assets were considered representative of the asset categories subject to revaluation in the year.</p>	<p><i>We found the resulting valuation of council dwellings, other land and buildings, surplus assets and investment properties to be acceptable on an appropriate basis, which resulted in a net decrease in the assets revalued.</i></p> <p>We tested a sample of 15 revaluations to confirm that the Senior Estates Surveyor had reviewed revaluations, and that senior colleagues responsible for review and valuation were appropriately qualified.</p> <p>We inspected management's roll forward of valuations from the date of valuation to the year end date and confirmed it was completed.</p> <p>Our internal valuation specialist, in conjunction with the audit team, concluded that the valuation methodology used by the Council's valuer and the DVS was appropriate and consistent with the requirements of the CIPFA Code.</p> <p>We challenged the assumptions used in calculating the valuations including Building Cost Information Service ("BCIS") rates, estimated useful lives, and comparable data. The supporting documentation provided for the assumptions was readily available and of sufficient quality.</p>



# Significant risks (continued)

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SIGNIFICANT RISK	OUR RESPONSE	AUDIT CONCLUSION
<p><b>Revaluation of property, plant and equipment and investment property (continued)</b></p> <p>Given the quantum of the asset carrying values and the inherent use of assumptions in their valuation, we consider there to be a significant risk of misstatement.</p> <p>The 2019-20 code also requires consideration that the carrying amount of assets do not differ materially from the current value at the end of the reporting period. Therefore, we consider there to be a risk in relation to the assets not revalued in the year, as their current value at year end may be materially different.</p>	<p>Continued...</p> <p>We considered whether there are any indicators for impairment across the region that would suggest an impairment review is required.</p> <p><b>Assets not revalued in the year:</b></p> <p>We reviewed the approach that the Council has adopted to assess the risk that assets not subject to valuation are materially misstated and consider the robustness of that approach, including any indicators of impairment.</p>	<p>Continued...</p> <p>Due to the level of uncertainty in the property market as a result of the Covid-19 pandemic, both the Council's valuer and the DVS have included material uncertainty clauses in their respective valuation reports. This reflects the risk that property values could be impacted in the coming months. There is currently insufficient evidence available to make a reliable estimate as to the extent of the impact.</p> <p>In light of this uncertainty, management have performed an impairment review which considers the potential impact on all significant categories of assets. We reviewed this assessment and did not identify any indicators of impairment that required further review.</p>



## Significant risks (continued)

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SIGNIFICANT RISK	OUR RESPONSE	AUDIT CONCLUSION
<p><b>Retirement benefits</b></p> <p>The net pension liability (£121.4m as at 31 March 2020, including assets of £740.8m) represents a material element of the Council's Balance Sheet. The Council is an admitted body of Tayside Pension Fund, which had its last triennial valuation completed as at 31 March 2017. The valuation of the Local Government Pension Scheme relies on a number of assumptions, most notably around the actuarial assumptions, and actuarial methodology which results in the Council's overall valuation.</p> <p>There are financial assumptions and demographic assumptions used in the calculation of the pension liability estimate, such as the discount rate, inflation rates, mortality rates etc. The assumptions should also reflect the profile of the Council's employees, and should be based on appropriate data. The basis of the assumptions should be derived on a consistent basis year to year, or updated to reflect any changes.</p> <p>There is a risk that the assumptions and methodology used in the valuation of the Council's pension obligation are not balanced. This could have a material impact to net pension liability accounted for in the financial statements.</p>	<p>Our audit approach included:</p> <p><b>Control design:</b></p> <ul style="list-style-type: none"> <li>Testing the design and operating effectiveness of controls over the provision of membership information to the actuary who uses it, together with management's review of assumptions, to calculate the pension obligation.</li> </ul> <p><b>Benchmarking assumptions:</b></p> <ul style="list-style-type: none"> <li>Challenging, with the support of our own actuarial specialists, the key assumptions used by the actuary (the discount rate, inflation rate and mortality/life expectancy) against externally derived data.</li> <li>Challenging the rate of increase in pensionable salaries assumption, by comparing it to other evidence such as business and transformation plans and our understanding of Government and staff expectations.</li> <li>Considering the consistency of methodology</li> </ul> <p><b>Assessing transparency:</b></p> <ul style="list-style-type: none"> <li>Considering the adequacy of the disclosures in respect of the sensitivity of the deficit to these assumptions</li> <li>Assessing if the disclosures within the financial statements are in accordance with the 2019-20 CIPFA Code's requirements.</li> </ul>	<p><i>We are satisfied that the retirement benefit obligation:</i></p> <ul style="list-style-type: none"> <li><i>is correctly recognised on the balance sheet as at 31 March 2020;</i></li> <li><i>has been accounted for and disclosed correctly in line with International Accounting Standard ("IAS") 19 Retirement benefits; and</i></li> <li><i>assumptions used in calculating this estimate and management's judgements are appropriate and within a range which we consider to be acceptable (see Appendix nine)</i></li> </ul> <p>Results of testing of controls in respect of provision of information to the actuary were satisfactory.</p> <p>The disclosures in the annual accounts are in line with the CIPFA Code's requirements, including relevant sensitivity analysis.</p> <p><b>Assumption Change</b></p> <p>Our actuarial specialists identified a change in the methodology of calculating CPI. This change was identified as a result of the UK Chancellor and UK Statistics Authority jointly publishing a change in the calculation of RPI which is linked to CPI. This change in methodology has been observed on a significant number of pension funds in the UK, and our actuarial specialist concluded the change was reasonable, and the CPI assumption remains within our normally acceptable range.</p>

# Significant risks (continued)

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SIGNIFICANT RISK	OUR RESPONSE	AUDIT CONCLUSION
<p><b>Retirement benefits (continued)</b></p> <p><b>Guaranteed minimum pensions ("GMP") equalisation</b></p> <p>Following a UK High Court judgement on 26 October 2018, the Government published the outcome to its indexation and equalisation of GMP in public service pension schemes consultation, concluding that the requirement for public service pension schemes to fully price protect the GMP element of individuals' public service pension would be extended to those individuals reaching State Pension Age ("SPA") before 6 April 2021.</p> <p><b>Updates to our significant risks</b></p> <p>Two significant court cases were concluded upon in the prior year, relating to Gross Minimum pensions equalisation, and the McCloud case.</p> <p>Both judgements are considered by KPMG to have an impact on the pension liability due to the level of estimation and assumptions used by management and the actuary. We therefore included these areas within our significant risk.</p> <p>In addition, CIPFA issued guidance during the year relating to the Goodwin case, which relates to a male survivor of a female scheme member and is alleging direct sexual orientation discrimination.</p>	<p>We discussed with management any updates regarding this matter, and how these impacted the audit.</p>	<p>Continued...</p> <p><b>Guaranteed minimum pensions ("GMP") equalisation</b></p> <p>Full allowance for GMP equalisation was taken into account by the Council during 2018-19. We confirmed that no additional changes were required in 2019-20.</p> <p><b>McCloud consultation</b></p> <p>The council, informed by its actuary, concluded no adjustment was required in respect of the value placed on the liability for McCloud in 2019-20.</p> <p>Formal consultation on how the McCloud judgement will be implemented began in July 2020 and is expected to conclude in October 2020. We agreed with management's assertion that the impact is unlikely to be material but requested additional disclosure be included in the financial statements to explain that there is some uncertainty surrounding the outcome of the consultation.</p> <p><b>Goodwin case</b></p> <p>During the annual accounts audit, we discussed the inclusion of a contingent liability in the accounts. We concluded that it was prudent to include such disclosure, and did not view it as a misstatement of omission.</p>

## Other areas of audit focus

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Other area of audit focus	OUR RESPONSE	AUDIT CONCLUSION
<p><b>Capital expenditure</b></p> <p>The Council has a ten year £576 million capital plan, which includes the Cross Tay Link Road, A9/A85 road junction improvement project and Perth City Hall upgrade. The initial budget in 2019-20 was £74 million.</p> <p>Due to the significance of this capital investment programme and complexity of some of the projects, we consider there to be a risk of misstatement. This is in respect of ensuring that the classification of costs between operating and capital expenditure is appropriate and in respect of capturing all relevant costs and contributions.</p> <p>We also consider that any large capital project inherently brings a fraud risk to an entity, which we consider appropriate for the Council. We note that this was not a fraud risk relating to the financial statements.</p>	<p>Our audit approach includes:</p> <p><b>Control design:</b></p> <ul style="list-style-type: none"> <li>– Testing the design and operating effectiveness of controls in respect of the review of costs allocated to capital and income projects.</li> </ul> <p><b>Control re-performance:</b></p> <ul style="list-style-type: none"> <li>– Comparing the total capital expenditure reported in the financial statements with that reported in reports to those charged with governance.</li> </ul> <p><b>Tests of detail:</b></p> <ul style="list-style-type: none"> <li>– Use of substantive sampling methods to evaluate the appropriateness of capital or income accounting classification by reference to supporting documentation.</li> <li>– Assessing a sample of items allocated to revenue expenditure to determine whether they are correctly classified.</li> <li>– Review and corroboration of manual journals.</li> </ul>	<p>The controls tested were found to be effective.</p> <p>No exceptions were identified in the tests of detail, with supporting documentation available for each item sampled.</p> <p><i>We have concluded that the treatment of capital expenditure is satisfactory.</i></p>

# Going concern (this is draft wording awaiting central review)

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### Going concern

Going concern means the ability of the Council to remain solvent for the twelve month period from the accounts being signed.

The Council had net assets of £557.7 million (2018-19 £544.8 million) as at the balance sheet date. Net assets increased on 2018-19 by £12.9 million, reflecting the total comprehensive expenditure for the year and accounting adjustments required by the CIPFA Code (see page 20 for further detail).

Management considers it appropriate to continue to adopt the going concern assumption for the preparation of the annual accounts. The Council is in a net asset position, and it considers that the confirmed Scottish Government funding (which includes non-domestic rates income) of £271 million is sufficient to meet debts as they fall due. The council also has reasonable certainty over income sources, such as Council Tax income. Financial assets comprising short term investments, and cash and cash equivalents were £207.0 million (2018-19: £47.8 million) as at 31 March 2020. This is offset by an increase of £162.5 million in long-term borrowings.

The council has produced its five year medium term financial plan (MTFP) in each October of our appointment, though this was postponed in October 2019 owing to uncertainty over Brexit negotiations, and subsequently delayed until October 2020 as a result of continued uncertainty resulting from Covid-19. However, the Council have produced a three year revenue budget, which supports the ability of the Council to continue as a going concern.

In recent financial years, there has been managed reduction in the overall cost base and further efficiency savings are incorporated into budgets. The Council endorsed a 2019-20 savings requirement of £16.5 million in the October 2018 medium term financial plan. The Council approved a savings target of £4.0 million in the 2019-20 budget across a wide range of the activities of the Council, in order to achieve a balanced budget.

In addition to planned savings of £4.0 million, the 2020-21 budget identifies the planned use of £5.2 million of general fund reserves to achieve a balanced budget. This would reduce the general fund reserve to £44.1 million, of which £7.4 million is not earmarked.

In a typical year, the council would develop and approve a five-year medium term financial plan, however, we accept the decision of management to delay this process during 2019-20 due to continuous changes and uncertainty due to Brexit.

Whilst the current MTFP has not been updated, it continues to demonstrate the medium term planning intent by management.

In February 2019, a ten-year composite capital budget was approved which takes a longer-term view in respect of financial planning. This demonstrates strong financial oversight, and planning of future pressures. This supports our assessment that the forecasting undertaken by management, and the comprehension of key financial pressures will mean management can take action to mitigate or resolve in future years.

# Going Concern (continued)

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### Response to Covid-19

The financial implications of the Covid-19 pandemic were assessed by the Council and submitted to the Convention of Scottish Local Authorities (COSLA) as part of a national data collection exercise in June 2020. The findings were also submitted by the Head of Finance in a report at the 24 June 2020 Council meeting. The report provided an update on the financial position of the council, highlighting the additional expenditure pressures and expected reduction in income. It also provided information on the additional funding made available to support the Council in its response. The potential gross cost to the Council was estimated to be between £21.8 million and £26.2 million in 2020-21 as reported to members on 31 August 2020.

Due to the continuing level of uncertainty, the financial impact of the pandemic will require regular review in the coming months. Further work is planned to set out the impact on the Council's budget and to inform a review of the MTFP in September 2020. It is likely that a significant revision to the 2020-21 revenue budget will be required, and officers intend to present a proposed revision to council on 30 September 2020.

This presents an additional challenge to the delivery of a balanced budget and will increase the need to identify and deliver savings. Despite this, we do not believe the impact of Covid-19 brings into question the use of the going concern assumption.

### Conclusion

The Council has a strong net assets position and a significant value of available financial assets. It has put in place savings plans and prepared short, medium and long term financial forecasts. These are inherently dependent on a number of assumptions out with the Council's control although the Council is currently performing broadly in line with budget. Management has demonstrated strong leadership in taking action on overspends to ensure tight budgetary control.

In light of the financial position, the short-term and medium-term forecasts, the confirmation of general revenue grant and the reasonable certainty over other significant income streams, we are content that the going concern assumption is appropriate.

# Management reporting in financial statements

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REPORT	SUMMARY OBSERVATIONS	AUDIT CONCLUSION
<b>Management commentary</b>	<p>The Local Authority Accounts (Scotland) Regulations 2014 require the inclusion of a management commentary within the annual accounts, similar to the Companies Act requirements for listed entity financial statements. The requirements are outlined in the Local Government finance circular 5/2015.</p> <p>We are required to read the management commentary and express an opinion as to whether it is consistent with the information provided in the annual accounts. We also review the contents of the management commentary against the guidance contained in the local government finance circular 5/2015.</p>	<p>We are satisfied that the information contained within the management commentary is consistent with the annual accounts.</p> <p>We reviewed the contents of the management commentary against the guidance contained in the local government finance circular 5/2015 and, following some suggested enhancements are content with the proposed report.</p>
<b>Remuneration report</b>	<p>The remuneration report was included within the unaudited annual accounts and supporting reports and working papers were provided.</p>	<p>We are satisfied that the information contained within the remuneration report is consistent with the underlying records and the annual accounts and all required disclosures have been made.</p> <p>Our independent auditor's report confirms that the part of the remuneration report subject to audit has been properly prepared. In accordance with the relevant regulations.</p>
<b>Annual governance statement</b>	<p>The statement for 2019-20 outlines the corporate governance and risk management arrangements in operation in the financial year. It provides detail on the Council's governance framework, review of effectiveness, continuous improvement agenda and group entities and analyses the efficiency and effectiveness of these elements of the framework.</p>	<p>We consider the governance framework and annual governance statement to be appropriate for the Council.</p> <p>The arrangements and disclosures surrounding Covid-19 were sufficient and, following some suggested enhancements, we are content that the annual governance statement complies with guidance and reflects our understanding of the Council.</p>

# Group financial statements

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Our audit appointment of the Council extends to the audit of the Perth and Kinross Council Charitable Trusts and Perth and Kinross Integration Joint Board. Appendix five sets out the group structure. The table below sets out the key audit findings from these entities and also significant matters discussed with the component auditor. There are no findings to report in relation to other group entities.

ENTITY	WORK PERFORMED	AUDIT CONCLUSION
<b>Charitable Trusts</b>	<p>We assessed materiality based on our knowledge and understanding of the charities' risk profile and annual accounts balances. Materiality was determined at 3% of total assets.</p> <p>We planned our materiality for the charitable trusts based on the closing 2018-19 total asset position. As a result of Covid-19, the total assets of the charitable trusts fell from £1.58 million to £1.46 million, resulting in a materiality of £43,500 and a reporting threshold of £2,100.</p> <p>We considered and confirm our independence as auditor and our quality procedures, together with the objectivity of the audit director and audit staff. The engagement lead in 2019-20 was Michael Wilkie.</p>	We expect to issue an unqualified audit opinion on the charitable trusts.
<b>Common Good</b>	Perth and Kinross Council Common Good does not prepare separate financial statements, and is incorporated as disclosure notes within the Council's financial statements. Common Good holds investment properties as well as other assets.	The Common Good amounts are included within the Group financial statements, for which we expect to issue an unqualified opinion.
<b>Integration Joint Board ('IJB')</b>	A separate annual audit report is planned to be presented to the Audit and Performance Committee of the Perth and Kinross Integration Joint Board on 23 September 2020. No significant exceptions were identified during the audit.	We expect to issue an unqualified audit opinion for the IJB on 14 September.

# New accounting standards

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### Future accounting and audit developments

In March 2020, CIPFA/LASAAC agreed to delay the implementation of IFRS 16 *Leases* until the 2021-22 financial year as a result of the COVID-19 pandemic. The standard removes the previous classifications of operating and finance leases for lessees (with exemptions for short-term and low value leases) and requires a right-of-use asset to be recognised, with a corresponding lease liability. It is expected that this standard will now be incorporated in to the 2021-22 CIPFA Code.

The Council planned to perform a detailed review of the impact IFRS 16 will have on its balance sheet during 2020. However, owing to the council prioritising key services as a result of Covid-19, this project has been delayed. We will report on the Council's progress as part of our audit strategy for the 2021-22 audit, and will consider the accounting of IFRS 16 as part of our audit of the 2021-22 financial statements

Amendments to IAS 29 *Employee Benefits* will be implemented in to the 2020-21 CIPFA Code. Where a pension scheme amendment, curtailment or settlement occurs during the year, the amended assumptions are to be applied in relation to the benefits for the remainder of the year.

### Qualitative aspects

ISA 260 requires us to report to those charged with governance our views about significant qualitative aspects of the Council's accounting practices, including accounting policies, accounting estimates and financial statement disclosures.

We consider the accounting policies adopted by the Council to be appropriate. There are no significant accounting practices which depart from what is acceptable under IFRS or the CIPFA Code.

Significant accounting estimates relate to the present value of defined benefit obligations and valuation of non-current assets. For defined benefit obligations, the estimate is calculated under IAS 19 (as calculated by the Council's actuary, Barnett Waddingham using agreed financial assumptions). We found the assumptions and accounting for pensions to be appropriate (page 44). Non-current asset impairment is considered by the Council's valuation team. We used our internal valuation specialists to assess the assumptions used in these reports. We did not identify indications of management bias.

Financial statement disclosures were considered against requirements of the CIPFA Code, relevant legislation and IFRS. No departures from these requirements were identified.



# Wider scope introduction

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### Audit dimensions introduction

The Code sets out four audit dimensions which, alongside Best Value, set a common framework for all the audit work conducted for the Controller of Audit and for the Accounts Commission. The dimensions are: financial management; financial sustainability; governance and transparency; and value for money.

It remains the responsibility of the audited body to ensure that it makes proper arrangements across each of these audit dimensions. These arrangements should be appropriate to the nature of the audited body and the services and functions that it has been created to deliver. We review and come to a conclusion on these arrangements.

During our work on the audit dimensions we considered work carried out by internal audit and other scrutiny bodies to ensure our work meets the proportionate and integrated principles contained within the Code.

All appointed auditors are also required to consider areas of focus identified by Audit Scotland, we include our view on each area as within the relevant wider scope section.

### Best Value

The Accounts Commission agreed the overall framework for a new approach to auditing best value in June 2016. Best Value is assessed over the five year audit appointment, as part of the annual audit work. There are seven areas considered over the five years. In addition a best value assurance report ("BVAR") for each council will be considered by the Accounts Commission at least once in the five year period.

In 2018-19, a BVAR was prepared for the Council, and was presented to the Accounts Commission in August 2019. A copy of this report can be found on Audit Scotland's website.

As part of our planned audit procedures, we followed up those recommendations made in the BVAR, and where our work is reported as a result of these recommendations, these have been highlighted as 'recommendation'.

### Strategic Audit Priorities

The Accounts Commission agreed five strategic audit priorities as part of the Code:

- the clarity of Council priorities and quality of long-term planning to achieve these;
- how effectively councils are evaluating and implementing options for significant changes in delivering services;
- how effectively councils are ensuring that members and officers have the right knowledge, skills and time to lead and manage delivery of council priorities;
- how effectively councils are involving citizens in decisions about services; and
- the quality of council public performance reporting to help citizens gauge improvements.

We consider the strategic audit priorities when performing the wider scope work over the five year appointment.

### Our approach

In our fourth year of audit work was planned to, and has covered the following areas as set out in our audit strategy:

- Demand pressures, and the Transformation programme (page 24);
- Medium and long term planning (page 23);
- EU withdrawal (page 25);
- Partnership working and empowering communities (page 32);
- Performance and outcomes (page 27); and
- Fraud and corruption in procurement (page 31).

### Conclusion

We concluded that the council has reasonable procedures and practices in place to support a positive conclusion. We consider that overall, the council is working towards achieving areas of best value where they are recognised, and there is a positive attitude towards maintaining this pace.

# Financial management

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

### 2019-20 financial performance

The Comprehensive Income and Expenditure Statement shows a deficit on the provision of services of £3.2 million for the year to 31 March 2020, of which £6.4 million deficit relates to the General Fund and £3.2 million surplus on the Housing Revenue Account. The Council set a net revenue expenditure budget of £353.8 million on the general fund and a gross revenue budget of £29.6 million on the HRA for 2019-20. The core outturn is a surplus of £12.2 million being on the General Fund and HRA in respect of the net cost of services. After minor variances relating to income and finance and investment income and expenditure, the total variance against budget was a £13.9 million underspend, which increased reserves by £1.9 million.

### General Fund

A balanced budget was approved in February 2019. The £3.0 million General Fund surplus represents 1.0 % of the net services expenditure, as a net result of over and underspends and re-profiling of Loans Fund charges. The largest underspends were:

- Education and Children's services (£8.9 million), reflecting underspend on teachers and support staff costs, and supplies and services. In addition, £3.0 million was received in 2019-20 but transferred to earmarked reserves for future use.
- Housing and Environment (£4.0 million), reflecting deferred expenditure relating to projects covering flood management, winter maintenance and staff costs.

We continue to highlight the good practice of budget flexibility, which encourages Council services to plan longer term, in which an estimated £2.3 million was carried forward as part of the 2020-21 budget.

### Financial headlines

#### Deficit on provision of services

**£3.2 million**

*2018-19: £22.3 million*

#### Surplus on general fund

**£3.0 million**

*2018-19: £3.0 million surplus*

#### Total reserves

**£557.7 million**

*2018-19: £544.8 million*

#### General fund reserve

**£49.3 million**

*2018-19: £47.4 million*

#### Pension liability

**£121.4 million**

*2018-19 £118.6 million*

#### Capital financing requirement

**£583.7 million**

*2018-19 £540.3 million*

(Source: audited annual accounts)

# Financial management (continued)

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## 2019-20 financial performance (continued)

### Housing Revenue Account ("HRA")

The Council is required by legislation to maintain a separate HRA and to ensure that rents are set to cover the costs of its social housing provision. Rent levels are set in order to achieve a breakeven position based on forecast expenditure. The capital HRA budget was approved in January 2019 by the Housing & Communities Committee, and set a budget of £12.5 million revised to £14.3 million. The increase in budget was as a result of higher than forecast Council Buy-Backs and an increased investment in Central Heating and Rewiring works. The final outturn was £14.8 million.

### Financial reporting and budgetary control

Regular financial reporting is provided to the Strategic Policy and Resources Committee ("SP&R"), comprising details of budget, a revised budget, and detailed explanations of movements against budget. A final outturn is included as part of the Management Commentary in the audited annual accounts. We have focused upon 'utilisation of reserves, as this is the key driver for performance against budget for the Council and its members. The General Fund reserve allows the Council to smooth out financial pressures over a number of years.

The forecast outturn for the 2019-20 £351.1 million general fund budget as reported quarterly is presented below, with the full year forecast as reported at each quarter

Forecast outturn (£000)	Sep-19	Nov-19	Jan-20	Mar-20	Final
Budgeted use of reserves	14,071	14,045	12,824	11,771	12,064
Variance of financed from/ (returned to) reserves against budget	3,380	1,875	(295)	(1,053)	(13,919)

We note that the March 2020 monitoring report was not taken to committee owing to the suspension of committees as a result of Covid-19. The section 95 officer authorised the changes to budget under the council's emergency powers, which were subsequently considered by council as required. The final outturn was included as

part of the financial statements review in July 2020 to the audit committee, and we understand will be considered by the full council when it reviews the accounts in October 2020. Whilst we note an underspend of £13.9 million against budget, there has been an overall increase in usable reserves of £1.9 million.

The annual accounts advised of a £13.9 million underspend across the Council as part of its management commentary. This was made up of underspends in Education & Children's Services (£8.9 million), Housing & Environment (£4.0 million), Corporate & Democratic Services (£0.4 million) and other corporate budgets (£1.0 million). This was partially offset by a projected overspend on Health & Social Care (£1.2 million).

The final under spend for the Council was £13.9 million – a movement of £14.2 million on the position reported to SP&R in January.

We conclude that management reported regularly, and in sufficient detail to members in order that timely decisions could be made by the Council.

### Capital budget

The Composite Capital Budget approved in February 2019 for the period 2019-20 set net expenditure of £62.1 million, against a final net budget of £48.1 million reported at year end.

Significant expenditure was undertaken in respect of the School Modernisation programme of £14.1 million, roads Structural Maintenance of £12.8 million, and Perth Transport Futures programme of £1.2 million.

The final outturn of budget against actual was net expenditure of £42.9 million, and underspend of £5.2 million on budget.

The net budget reduced during the year owing to the re-phasing of projects, such as the School Modernisation programme, Environmental Place-making Programme, and the Cultural Attractions programme.

# Financial management (continued)

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## Accounts and audit process

Draft annual accounts were authorised for issue under the council's emergency powers on 29 June 2020. In line with legislation, the audit committee considered the draft annual accounts on 22 July 2020 as required before 31 August. We received a copy of the draft annual accounts on 29 June 2020.

We note that management would usually present the annual accounts for consideration to the audit committee prior to submission to us, which we consider to be best practice and allows members to challenge the unaudited accounts before the audit commences. As committees were suspended due to Covid-19 restrictions, management presented the unaudited annual accounts to committee for consideration on 22 July 2020, which we consider to be in compliance with The Local Authority Accounts (Scotland) Regulations 2014.

Owing to Covid-19, the way that Council has operated since 23 March 2020 has changed significantly. We recognise the efforts of the finance team given significant Covid-19 pressures to deliver a set of accounts with no identified misstatements to us in accordance with the normal timeframes. Members of the finance team have been retasked during the pandemic in order to support key council services. In this context, this represents a significant achievement.

High quality working papers were provided at the start of the audit fieldwork and management responded effectively to our queries. No significant issues arose during the audit and no audit misstatements were identified.

## Internal control

We consider that the Council has a robust control environment. We tested the operating effective controls within certain financial processes, where reliance upon them enabled an efficient testing approach. No exceptions were identified from the testing and the controls tested were:

- Review of valuations (relates to a significant risk).
- Transfer of pensionable data and management review of assumptions and assets (relates to a significant risk).

- Capital and revenue budget monitoring (relates to a significant risk)
- Bank reconciliations.
- Procurement: contract awards.
- BACS authorisations.
- HRA income reconciliation.
- Council tax and non-domestic rates assessor report reconciliation, and council tax and non-domestic rates reliefs.

In 2018-19 we made a total of two recommendations and a summary of their status is presented below. The action plan detail is shown on page 37 onwards. We report that one recommendation has been carried forward to 2020-21 in agreement with officers, and the other was implemented with no further recommendations made.

Status	Grade one	Grade two	Grade three
Implemented	-	1	-
Deferred	-	-	1

## Internal audit review of controls

As part of its annual plan and reporting, internal audit made 18 control objective recommendations, down from 26 in 2018-19. As noted on page 29, this is despite more focused work by the internal audit function and demonstrates the role that internal audit play in supporting service improvement.

## Our view – financial management

We consider that the approach to financial management, including budget setting and monitoring is appropriate with clear supporting governance arrangements. The Council demonstrates good practice, in a local authority context, through regular financial reporting

The controls tested for the purposes of forming an opinion on the annual accounts were found to be effective.

# Financial sustainability

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

The best value assurance report considered that the Council has robust financial planning and management arrangements, including effective monitoring and reporting and medium-term financial planning. The financial outlook is challenging, but the council is well placed to address projected funding gaps through its transformation programme and savings identified as part of the medium-term financial plan.

### Annual budget presentation

The annual budget for 2019-20 was approved by Council on 20 February 2019. The budget report set out the general fund revenue budget for 2019-20, together with the provisional general fund revenue budget for 2020-21 and 2021-22. The capital budget was set for the period 2019-20 to 2028-29.

The Council is required to set a balanced budget in each financial year, and in 2019-20 proposed budget flexibility of £3.2 million (underspends from the prior year), and utilisation of reserves totalling £6.1 million.

**BVAR Recommendation:** The council should build on its strong financial management and consider developing a longer-term financial plan covering a five to ten-year period as part of its modernisation agenda.

The council have historically produced its five-year medium-term financial plan. As noted on page 23, the preparation of the October 2019 MTFP was firstly delayed to the uncertainty as a result of Brexit, then the Covid-19 pandemic. This draft included a six-year plan to extend financial planning into the longer term as a response to the best value recommendation.

The full council will consider a revised six-year plan for 2020-2026 in September 2020. In addition, the council is developing a thirty-year Capital Investment Blueprint plan, which is anticipated to be considered in early 2021.

The council have built on existing strong financial management, and have developed financial models to demonstrate long term planning.

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We consider the development of a six year plan is an appropriate response to the recommendation and will support longer term financial planning. However, in light of the global pandemic, the need to develop further long-term financial planning beyond six years is further highlighted.

### Other focus area: Medium-term financial plan

In October 2019, council Officers noted that due to uncertainty over the UK's withdrawal from the EU, there would be a planned deferral of the production of a medium-term financial plan until such time that Officers could present a forecast with assumptions based on known outcomes.

The plan was subsequently deferred due to the Covid-19 pandemic which introduced further uncertainty, and all Council officers were prioritised to delivering key council services.

Given the Council's primary function is to deliver services, we consider the deferral of the medium-term financial plan to be reasonable. Our inquiry of management indicates that the financial planning arrangements will resume once restrictions are lifted.

The October 2018 medium-term financial plan was prepared by the Council for making planning assumptions on future finances, covering the following five years. When preparing this medium-term financial plan, the Council considered assumptions over increasing service demands, pay settlements and uncertainty in respect of Local Government grant settlements. The MTFP highlighted that a significant level of recurring savings will continue to be needed. The total mid-range value required to 2023-24 is forecast as £52.3 million, and the pessimistic outlook is £106.8 million. The plan does not account for the outcome of the UK's withdrawal from the EU, nor the impact of Covid-19 on its income and expenditure.

As highlighted on page 26, members were given financial updates during the pandemic in June 2020.

# Financial sustainability (continued)

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### Other focus area: Demand pressures

The council considers the increasing demand on its services through a number of routes.

The primary document covering demand pressures is the MTFP, which in the October 2018 update highlighted pressures covering social care, changing demographics and the need to invest in the school estate. Through the MTFP, council officers communicate the broad direction of travel for financial management, with further details and options for managing pressures being considered as part of the revenue budget process.

The detailed demand pressures are highlighted as part of the revenue budget in February of each year. Such pressures included refuse collection and waste disposal in the February 2019 budget report. As such revenue budgets are considered in detail by both council officers and members of the Council, we consider this appropriate oversight of pressures.

The council's largest area of demand pressure relates to the delivery of social care in partnership with the integration joint board ('IJB'). In order to best manage increased pressures, the IJB and council work together to set a budget in order to deliver these services, with the IJB's budget including analysis of the demand pressures there. The council has allocated all additional funding in respect of social care to the IJB, as well as additional funding in 2019-20 and 2020-21 budgets to support the management of these demand pressures.

The Chief Officer of the IJB is also a member of the council's executive officer team, and is therefore able to work with senior management of the council to share information and align strategies and resources to address demand pressures in respect of social care.

### Other focus area: Transformation programme

The councils five year transformation programme covering 2015-20 ended during the 2019-20 financial year. Progress is reported to the Strategic Policy and Resources Committee approximately every two months, and we consider that best practice would be to review the outcomes of this transformation programme to determine whether the overall strategy has been a success.

#### **Recommendation one**

As part of the development of a programme for 2021 onwards, bids for new projects were submitted to the Strategic Investment and Improvement Board ('SIIB') at the end of 2019 for evaluation and prioritisation. The outcome of these discussions – a prioritised list of new projects and continuing projects - was subsequently submitted to the executive officer team for consideration.

Further work to refine and align bids with the Perth and Kinross Offer was requested, and work continued to identify funding sources during March 2020, when council resources were reprioritised to deal with the Covid-19 pandemic.

The development of these plans has led to the scope of work being extended, which demonstrates that a wider view is being taken to support efficient and best value transformation, though has resulted in the several projects end date being delayed. Covid-19 has also resulted in transformation projects such as Mobile working/online services, which had a planned end date of 2023 being amended in order to respond to a new way of working.



# Financial sustainability (continued)

## Use of reserves

The Council continued to invest its reserves in the future of the organisation during 2019-20, including £3.8 million in respect of the earmarked Transformation Programme. The Council increased the total of the General Fund reserve by £1.9 million in delivering the 2019-20 financial outcome.

As at 31 March 2020, the Council had uncommitted general fund reserves of £12.9 million which equates to 3.6% of actual Net Cost of Services (3.6% as at 31 March 2019). These reserves are to support the delivery of services in the case of unexpected issues, and a reserves strategy is in place.

We consider that this level of reserves is reasonable for a Council of the size of Perth and Kinross Council. The total held is in line with the Reserves Strategy approved in March 2020, which targets an uncommitted reserves balance between 2% and 4%. However the risk for the Council is the non-delivery of savings which would impact on these reserves.

General Fund Reserves	31 March 19 £000	Increase /(utilisation) £000	31 March 20 £000
Transformation Programme	9,106	(3,784)	5,322
Other Earmarked Reserves	25,661	5,392	31,053
Uncommitted General Fund Reserve	12,674	247	12,921
<b>Total General Fund Reserves</b>	<b>47,441</b>	<b>1,855</b>	<b>49,296</b>

## Borrowing

Total borrowing as at 31 March 2020 was £173.1 million greater than as at 31 March 2019, with overall borrowing being £564.8 million. The increase in borrowing is primarily funding investment in capital. The Council undertook £130 million of new long-term borrowing during the summer of 2019 to take advantage of exceptional low rates to secure funding for the Capital Plan.

## Cash and Short Term Investments

Liquidity	31 March 2019 £000	31 March 2020 £000	Movement £000
Cash and cash equivalents	22,503	67,611	45,108
Short term investments	25,317	139,395	114,078
Short term borrowing	(18,187)	(28,786)	(10,599)
<b>Current liquidity</b>	<b>29,633</b>	<b>178,220</b>	<b>148,587</b>

As at 31 March 2020 cash and short term investments increased by £148.6 million as a result of significant increases in borrowing that were unutilised at 31 March 2020.

## Other focus area: EU withdrawal

As part of the 2018-19 audit, Audit Scotland mandated the consideration of EU withdrawal on the operations of the audited entity. We continued to consider this issue as part of our 2019-20 audit work.

Officers reported that a briefing paper was provided to senior officers and members in June, which detailed updates to EU Withdrawal, and the impact of various outcomes on the economy. The paper also highlighted key areas of concern for the Perth and Kinross region, and reports on current actions to mitigate and resolve these areas.

Our conclusion for EU readiness in our previous annual audit report was that 'We recognise planning for EU withdrawal is challenging for any entity, however, based on key areas highlighted across the public sector, we consider the Council to have been moderately prepared for EU withdrawal. At 29 March 2019, the Council had made clear progress in identifying risks, and developing mitigating actions to reduce potential impact on the delivery of services.'

The council continues to make progress on identifying risks and their actions for mitigation in respect of the uncertainty of the UK's future relationship with the EU.

# Governance and transparency

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

### Governance

The BVAR highlighted several findings regarding the governance arrangements within the Council.

The council operates with a total of 20 committees, ten of which administer common good funds. In addition to the scrutiny committee, the key committees include the strategic policy and resources committee, the lifelong learning committee, the environment and infrastructure committee, the housing and communities committee and the audit committee.

The council established the current committee structure after the last election when the new council decided to review and implement changes to adapt to scrutiny and new challenges. The key changes included reducing the overall number of committees and increasing the membership of the scrutiny committee from seven to 11 members.

### Governance arrangements during Covid-19

As a result of the Covid-19 pandemic, the council adopted a command structure that would support rapid decision making where scenarios and demands were changing regularly. The council also adopted Emergency Powers effective under section 15.5 of the Scheme of Administration, and management presented a paper to the Council on 20 May 2020, which was approved by members.

The arrangements were agreed that any decisions made by the Chief Executive, Depute Chief Executive or any Executive Director that would normally require approval would be reported to Council or relevant committee as soon as possible for subsequent ratification and challenge. These emergency powers were given an initial expiry date of 30 September 2020, and management reported to us that the emergency powers expired on 16 August 2020, and the Council returned to normal democratic operating processes. In addition, there were various 'sounding boards' of which the corporate board included the senior management team, the leaders of each political party, and independent representatives.

During lockdown, the council introduced service level sounding boards, which also included members with responsibility for the service and heads of services

In order to maintain financial governance, the council provided regular updates to these sounding boards, and updates were made to full council when it was convened. Management provided two Covid-19 financial implications reports to members in June 2020 (on the 1<sup>st</sup> and on the 24<sup>th</sup>), discussing key topics such as income at risk, and partnership working. We consider this level of reporting and engagement with elected members to be sufficient and appropriate.

**Recommendation:** As part of the ongoing governance review the council should consider simplifying arrangements to improve decision-making.

The council have commenced implementation of smaller changes to governance arrangements primarily covering residential planning.

The Head of Legal and Governance Services has been charged with overseeing a wider review of governance arrangements. This review will be shaped as the Offer continues to be developed to ensure it is fit for purpose and supports closer collaboration with partners and communities. The council's progress on implementing changes has been delayed by the Covid-19 pandemic, and as part of the Recovery and Renewal programme, key objectives will be identified with linked outcomes to implement.

The council has indicated that other models of decision-making are being considered to ensure that processes or models that support best practice are identified. Any changes will be made in line with the International Framework for Good Governance, and CIPFA's Framework for Local Government Good Governance, and well as the establishment of a working group to ensure wider stakeholder input.



# Governance and transparency (continued)

### Best Value focus area: Performance and outcomes

The best value assurance report for 2018-19 reported that the Controller of Audit judged “Overall outcomes for the community are improving. More could be done to consistently demonstrate that performance management drives changes and improvement. Residents are generally satisfied with the council’s services.”

#### Performance management

The Council produces an annual performance report (“APR”) which summarises its own key performance indicators. This is submitted to the full council, and is also available through the ‘PK Performs’ dashboard within the council’s website.

There are a total of 42 indicators which the council use, of which xx (xx%) improved against 2018-19, xx remained steady, and xx needed further attention. At the time of the report’s publication, a total of xx had no trend data available due to timing pressures which occur in each financial year. There are however subsequently updated on ‘PK Performs’ once available as noted as part of the best value assurance report.

#### Improvement plans

Each service produces an annual business management improvement plan (“BMIP”). In relation to service-led improvements, each BMIP has a section focussing on the performance of improvements identified in the prior year, and the action plan for the following year which drives the outcomes and improvements to deliver.

However, it is not always clear those reasons for performance falling below target and the associated actions and the outcomes the service intends to achieve through the improvement plan.

**BVAR Recommendation:** The council should consistently demonstrate how it uses performance management and performance reporting to drive continuous improvement.

The council prepared its annual Planning Performance Framework, which is a national monitoring tool scrutinised by Scottish Ministers. The main purpose of this tool is to demonstrate how, as a planning authority the council are working towards achieving a high quality planning service.

This includes both forward and backward consideration of performance, and steps to improve. The report clearly shows the performance against targets, whether delivered, or on target. The report makes clear the planned service improvements for 2020-21 and discusses the intended outcomes

The council is progressing the Modernising Performance Review to review and invest resources to change the way it uses data and information. As part of the best value assurance report, management reported that completion was due by March 2020, however, this has not been achieved.

The council have also introduced a more accountable process for driving improvements within the Education and Children’s Service. Performance information is presented to the Senior Management Team before progressing to challenge performance and allow sharing of best practice.

We consider that the council is improving the way it uses its performance reporting, and how it links to improvement and outcomes delivered for service users.

**Recommendation:** The council needs to make public performance reporting more transparent, clear and balanced. The Annual Performance Report should include ambitious targets and be clear about the reasons for underperformance and planned improvement actions.

As a result of the recommendation from the BVAR, the APR was redeveloped to improve transparency and balanced reporting. This included improved narrative describing the indicator, how it is measured, what influences performance. Furthermore, the performance over time, and against target are key inclusions which improve the transparency of the report.

In order to support continuous improvement, the report considers performance against others, and discloses the actions that are being taken to address.

We consider this is an improvement in the level of public performance reporting, which shows how the council is managing its performance at an overarching level. The council continue to seek ways to improve the APR, and note that improvements were not sought in 2019-20 due to pressures arising from Covid-19.

BVAR

# Governance and transparency (continued)

DRAFT

### Annual Governance Statement

The Annual Governance Statement within the Council's annual accounts sets out the Council's conclusion on the effectiveness of governance and the basis for that conclusion. It describes the sources of assurance to support the Council's compliance with the seven principles of the CIPFA/SOLACE framework *Delivering Good Governance in Local Government*, and the requirements of Finance Circular 10/2020. The Annual Governance Statement includes areas where there is future development in governance and where governance issues have been identified. It concludes that the Council's governance arrangements operate effectively.

We consider that the Annual Governance Statement shows an appropriate and accurate reflection of the governance arrangements at the Council.

### Risk management

During 2019-20, the council further embedded its risk management model within services, running risk workshops across the council. In addition, the Head of Legal and Governance Services supported a refresh of the Risk Management Strategy, refining requirements to bring in best practice.

The Risk Management Strategy was well used during the period of emergency powers, being relied upon to support the decision making process of the Council. For example, each workstream set up by the council completed a risk log, which then fed into the strategic and Covid-19 risk registers which managed the council action and response to identified risks. Management considered the processes in place a demonstration that officers understood the risk management process within the council.

The risk management strategy has also highlighted the long term risks arising from Covid-19, and forms part of the decision making process for how council will respond to the risks, whether that be at a strategic level, or an operational level to be delivered by services.

### National Fraud Initiative ("NFI")

The NFI in Scotland brings together data from local government, health boards and other public sector bodies. Matching data obtained from the systems of participating

bodies allows the identification of potentially fraudulent claims on the public purse including housing benefit fraud, occupational pension fraud and payroll fraud. In 2019-20, we considered progress against our reporting from 2018-19. The NFI exercise for 2018-19 was deemed complete, and the results reported to the audit committee in February 2020.

This included that 84% of the high risk matches were investigated, which resulted in the council has begun to recover the small level expenditure as a result of error, not fraud. We completed a questionnaire considering the Council's participation in NFI for submission in February 2020, with a generally positive conclusion.

### Standards of conduct for prevention and detection of fraud and error

The Council has a range of procedures for preventing and detecting fraud and irregularity including: a whistleblowing policy; fraud, bribery and bribery policy; and codes of conduct for members and officers. We assessed these to confirm that they were appropriate, readily available to staff and are regularly reviewed to ensure they remain relevant and current.

We consider that the Council has appropriate arrangements for the prevention and detection of bribery and corruption.

**Recommendation:** Following completion of its updated maturity assessment the council should revise its digital strategy in line with its ambition.

BVAR

The Council's current digital strategy spans 2016-20, and progress is being made to complete a revision which is scheduled for release during 2021. The ICT Transformation Board previously oversaw digital development, however, as part of the planned revision, the Board has been renamed to the Digital Board, with changed terms of reference and membership to improve oversight and challenge.

As part of the revision, three separate audits have been carried out to inform developments, including from Audit Scotland and the Local Government Digital Office with feedback due in national reports during 2020.

It is clear that developments have continued, and the council is working towards revising a digital strategy informed by external stakeholders which will support its ambition to improve.

# Governance and transparency (continued)

DRAFT

## Internal audit

We considered the activities of internal audit against the requirements of Public Sector Internal Audit Standards (“PSIAS”), focusing our review on the public sector requirements of the attribute and performance standards contained within PSIAS.

We reviewed internal audit reports and conclusions, and consider that they do not indicate additional risks and there was no impact on our audit approach. Internal audit’s annual report confirmed, “In the Chief Internal Auditor’s opinion, reasonable reliance can be placed on the Council’s risk management and governance arrangements, and systems of internal control for 2018/19, subject to management implementation of the agreed actions detailed in Internal Audit reports and summarised within this report.”

Internal audit completed 13 of the 17 planned audits per the 2019-20 Internal Audit Plan, and where Council projects extend into 2019-20, these have been carried forward. Of those audits not completed, audit work has been completed for two, with the final reports being agreed with services. In addition, internal audit completed 31 pieces of unplanned work or requests for advice, a significant increase over the prior year. This represents the drive to use internal audit to improve and support service delivery.

Internal audit recommendations are considered by officers in each service and the actions reviewed by Internal Audit prior to closure. As detailed in the Internal Audit Report 2019-20, 61 actions were identified as a result of the work undertaken. The Chief Internal Auditor highlighted that there were 22 high risk actions to implement, compared to 7 in 2018-19. In our opinion this increase in high risk actions is as a result of the changes implemented in 2018-19 which redirected the internal audit function to focus on issues that were identified or considered as high risk.

### ***Our view – governance and transparency***

We consider that the Council operates in an appropriately transparent manner.

The Council has good governance arrangements, with sufficient scrutiny offered from Council members through the Scrutiny Committee, and from an internal audit service that is sufficiently independent from finance and service delivery.



# Value for money

Best value is assessed over the five-year audit appointment, as part of the annual audit work. In addition, a Best Value Assurance Report (“BVAR”) for each council will be considered by the Accounts Commission at least once in this five-year period. The BVAR for Perth and Kinross was published on 8 August 2019, with the Commission’s findings on 22 August 2019. As part of our audit cycle, we consider the council’s responses and actions to recommendations made, factoring in the delays and changes that may arise as a result of the Covid-19 pandemic.

**BVAR Recommendation:** It is important that the council maintains the pace of development of the Perth and Kinross Offer as part of the framework and timeline it is currently developing.

The Perth and Kinross Offer (“the Offer”) aims to change how services are designed and delivered, and aims to further improvement in respect of areas such as equality, economy and environment.

In December 2019, the full council were provided with an update on progress made between June and December. This included reporting the appointment of a Lead Officer on a secondment basis to lead an implementation team, and 40 engagement opportunities delivered by the Executive Officer Team and the Offer team, engaging with over 1000 participants. Work to collate feedback and suggestions to form collaboration and projects in the five key areas of the offer were underway.

There has also been work to engage local elected members to determine how to continue the development of the framework. This Steering Group has agreed to continue to offer direction, focus and ongoing input into the development of the Offer.

Council officers were also invited to form a working group, with 50 members giving feedback and input into key workstreams and projects arising from the offer.

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As a result of the Covid-19 pandemic, the Council introduced the Recovery and renewal programme. The Perth and Kinross Offer now overarches this programme, which has been introduced to deal with the financial, welfare and economic impact on the region and is based on the principals of the Offer, and key stakeholders were consulted as part of this strategy creation.

The programme agreed to build upon the 5Es: Education and Learning, Economy, Environment, Equality and Empowerment.



The council continue to progress the Offer, supported by the renewal and recovery programme as it seeks to determine the impact of Covid-19 on the region, and how the council can support recovery, whilst undertake its own workstreams to improve its own performance.

# Value for money (continued)

### Audit Scotland area of focus: Fraud and corruption in procurement

As highlighted in our audit strategy, this is a matter of focus as directed in the annual planning guidance for 2019-20.

The council produced its Procurement Strategy for 2019-20 as a result of its 2019-20 budget, and linked strategy with a Contract Delivery Plan. The plan gave estimated costs where contracts to be procured could be reasonably predicted, with others unknown at time of publication.

In addition, the Council make their contracts register publicly available for both corporate and private citizen use as required by statutory legislation.

The SP&R committee is responsible for oversight of expenditure including procurement expenditure, through the revenue monitoring reports throughout the year. Variances in excess of £100k are reported to this committee, and explanations made for these variances. Members of all committees are required to notify the Convenor of potential conflicts of interests. We have observed a standing item in key committees which gives members the opportunity to raise these as necessary to prevent members voting on contracts that may require committee consideration.

The risk of fraud and corruption within procurement is not on the corporate risk register, which as the highest level register is overseen by members and senior officers. Given the nature of the procurement function covers all areas and services delivered by the council, such prominence on the key risk register would allow for an appropriate level of scrutiny by members. The council should consider introducing this risk on its corporate risk register.

### Recommendation two

As part of the Internal Audit Annual Report 2019-20, the Chief Internal Auditor reported that the council's Counter-Fraud and Corruption Strategy, along with associated policies, have been in place since February 2015. These remain largely fit for purpose and are currently being refreshed to ensure that they take account of recently highlighted good practice.

**DRAFT**

The procurement function operates under the new 'Contract Rules' policy, produced by the Head of Legal and Governance Services in November 2019. This document details the rules and processes procurement officers must follow when completing tenders. There are explicit requirements for officers to follow the employee Code of Conduct, and the Conflict of Interest Procedure, which include reporting potential conflicts of interest, and segregation of duties.

The employee code of conduct refers to the Gifts and Hospitality procedure, which is maintained by the Head of Legal and Governance Services. The Gifts and Hospitality Register is available on the council's website, and reaffirms that all gifts and hospitality exceeding £25 received by any officer must be declared.

The Contract Rules policy also highlights that only those officers who have completed appropriate training, specifically accredited by the Corporate Procurement Team may invite and enter into contracts on behalf of the Council. We reviewed the register of training in respect of procurement, and identified that key officers had completed various courses covering quick quotes, how to tender, and procurement awareness training, all within the last 18 months which is appropriate.

The Council also has an appropriate whistle-blowing policy available on the internal intranet. The policy indicates appropriate officers within the council to which issues may be reported, and offers external contacts including Audit Scotland, Public Concern at Work and Police Scotland.

As part of the 2019-20 internal audit plan, an audit covering 'Contracting' was included, which was due to completion in April 2020. As at July 2020, the Chief Internal Auditor reported that all internal audit work had been paused as a result of the Covid-19 pandemic, and internal audit resources were diverted to support the council in supporting the population and region of Perth and Kinross.

### ***Our view – Fraud and corruption in procurement***

We consider that overall, the Council has appropriate policies, procedures and controls to prevent and detect material fraud and corruption within the procurement function.

# Value for money (continued)

### Best Value focus area: Partnership working and empowering communities

The best value assurance report for 2018-19 reported that the Controller of Audit judged “Perth and Kinross Council works well with partners, in particular with regional partners across Tayside. The effectiveness of working arrangements with the integration joint board has improved over the last 12 months. However, the community planning partnership board needs to take a more active role in leading partnership working and strategic direction. Community empowerment is not yet fully embedded in the way the council and its communities work. The Perth and Kinross Offer is a new approach that aims to empower communities and give them more influence over what matters to them.”

BVAR

**Recommendation:** The council should improve how it involves communities. This includes earlier involvement in strategic planning processes, more involvement in budgeting processes, and better promotion of the Community Empowerment (Scotland) Act 2015 and providing appropriate resource to support delivery.

The council have commenced implementation of smaller changes to governance arrangements primarily covering residential planning.

The Head of Legal and Governance Services has been charged with overseeing a wider review of governance arrangements. This review will be shaped as the Offer continues to be developed to ensure it is fit for purpose and supports closer collaboration with partners and communities. The council's progress on implementing changes has been delayed by the Covid-19 pandemic, and as part of the Recovery and Renewal programme, key objectives will be identified with linked outcomes to implement.

The council has indicated that other models of decision-making are being considered to ensure that processes or models that support best practice are identified. Any changes will be made in line with the International Framework for Good Governance, and CIPFA's Framework for Local Government Good Governance, and well as the establishment of a working group to ensure wider stakeholder input.

#### Engagement with communities

The council has continued to use its Consultation Hub as a way of engagement with communities and its stakeholders. The 2020-21 budget consultation is an example of how the council continues to expand opportunities to engage with communities, which

includes a number of other consultations on businesses and the effect of Covid-19, and review of audit social work and social care contributions policy

In addition, new processes behind the consultation hub include reporting “We Asked, You Said, We Did” which summarises council action and decisions on consultations. A good example observed covered the rent increases for the 2020-21 budget, of which a range of options were provided. The council reported that the rent increase was set at 3.5%, which was the most preferred option. We consider it an opportunity for the council to undertake such an exercise over other significant consultations, particularly the 2020-21 budget consultation. Whilst the council provided a summary of responses, it was not apparent how these were considered in the overall budget. For example, the consultation included a question on Council Tax increases, to which respondents indicated a 1% increase, whereas the budget included 4% though there is no clear link to how the response was factored into the budget setting process.

#### Recommendation three

The hub improves the transparency and consistency of service consultation with communities and stakeholders. The overall process is managed centrally, supported by champions, though services maintain responsibility for the overall consultation. This central oversight ensures that the standard of consultation is maintained, and that outputs from consultations are explained transparently.

#### Partnership working

The council continues to work well with partners, in particular the councils within Tayside, and the IJB. We have observed discussion with both councils and the IJB over Covid-19 financial management. Partnership working includes the continued use of Tayside Contracts which delivers services across the Tayside region to support best value for money services.

#### Our view – Partnership working and empowering communities

The council's ongoing development of the consultation hub drives continuous improvement in how it engages with communities. The council continue to work well with partners to ensure best value for money.












# Appendices



## Appendix one

# Required communications with the Audit Committee

Type	Response
<b>Our draft management representation letter</b>	 We have not requested any specific representations in addition to those areas normally covered by our standard representation letter for the year ended 31 March 2020.
<b>Adjusted audit differences</b>	 There were no adjusted audit differences identified.
<b>Unadjusted audit differences</b>	 There were no unadjusted audit differences identified.
<b>Related parties</b>	 There were no significant matters that arose during the audit in connection with the entity's related parties.
<b>Other matters warranting attention by the Audit, Risk and Scrutiny Committee</b>	 There were no matters to report arising from the audit that, in our professional judgment, are significant to the oversight of the financial reporting process.
<b>Control deficiencies</b>	 We communicated to management in writing all deficiencies in internal control over financial reporting of a lesser magnitude than significant deficiencies identified during the audit that had not previously been communicated in writing.
<b>Actual or suspected fraud, noncompliance with laws or regulations or illegal acts</b>	 No actual or suspected fraud involving Group or Component management, employees with significant roles in Group-wide internal control, or where fraud results in a material misstatement in the financial statements were identified during the audit.

Type	Response	DRAFT
<b>Significant difficulties</b>	 No significant difficulties were encountered during the audit.	
<b>Modifications to auditor's report</b>	 None.	
<b>Disagreements with management or scope limitations</b>	 The engagement team had no disagreements with management and no scope limitations were imposed by management during the audit.	
<b>Other information</b>	 No material inconsistencies were identified related to other information in the annual accounts. The Management Commentary is fair, balanced and comprehensive, and complies with the law.	
<b>Breaches of independence</b>	 No matters to report. The engagement team and others in the firm, as appropriate, the firm and, when applicable, KPMG member firms have complied with relevant ethical requirements regarding independence.	
<b>Accounting practices</b>	 Over the course of our audit, we have evaluated the appropriateness of the Group's accounting policies, accounting estimates and financial statement disclosures. In general, we believe these are appropriate.	
<b>Significant matters discussed or subject to correspondence with management</b>	 The key audit matters (summarised on pages seven to 11) arising from the audit were discussed, or subject to correspondence, with management.	



# Auditor independence

### Assessment of our objectivity and independence as auditor of Perth and Kinross Council and its Charitable Trusts ("the Council")

Professional ethical standards require us to provide to you at the conclusion of the audit a written disclosure of relationships (including the provision of non-audit services) that bear on KPMG LLP's objectivity and independence, the threats to KPMG LLP's independence that these create, any safeguards that have been put in place and why they address such threats, together with any other information necessary to enable KPMG LLP's objectivity and independence to be assessed.

This letter is intended to comply with this requirement and facilitate a subsequent discussion with you on audit independence and addresses:

- General procedures to safeguard independence and objectivity;
- Independence and objectivity considerations relating to the provision of non-audit services; and
- Independence and objectivity considerations relating to other matters.

### General procedures to safeguard independence and objectivity

KPMG LLP is committed to being and being seen to be independent. As part of our ethics and independence policies, all KPMG LLP partners and staff annually confirm their compliance with our ethics and independence policies and procedures including in particular that they have no prohibited shareholdings. Our ethics and independence policies and procedures are fully consistent with the requirements of the FRC Ethical Standard. As a result we have underlying safeguards in place to maintain independence through:

- Instilling professional values
- Communications
- Internal accountability
- Risk management
- Independent reviews.

**DRAFT**

We are satisfied that our general procedures support our independence and objectivity.

### Independence and objectivity considerations relating to the provision of non-audit services

#### Summary of fees

We have considered the fees charged by us to the Council and its affiliates for professional services provided by us during the reporting period. We have detailed the fees charged by us to the Council and its related entities for significant professional services provided by us during the reporting period below. Total fees charged by us for the period ended 31 March 2020 can be analysed as follows:

	Current Year £000 (inc VAT)	Prior Year £000s (inc VAT)
<b>Audit of Council</b>	163	162
<b>Audit of Charitable Trusts</b>	4	3
Total Audit	167	165
<b>Tax Advisory services</b>	0	1
Services relating to Taxation	0	1
Total non-audit services	0	1
Total Fees	167	166

## Appendix two

# Auditor independence (continued)

DRAFT

The ratio of non-audit fees to audit fees for the year was 0:1. We do not consider that the total non-audit fees create a self-interest threat since the absolute level of fees is not significant to our firm as a whole.

### *Subsidiaries*

We are appointed by the Accounts Commission via Audit Scotland as external auditor of Perth and Kinross Council Charitable Trusts; the Tayside and Central Scotland Transport Partnership and Perth and Kinross Integration Joint Board.

### **Independence and objectivity considerations relating to other matters**

There are no other matters that, in our professional judgment, bear on our independence which need to be disclosed to the Audit Committee.

### **Confirmation of audit independence**

We confirm that as of the date of this report, in our professional judgment, KPMG LLP is independent within the meaning of regulatory and professional requirements and the objectivity of the Audit Director and audit staff is not impaired.

This report is intended solely for the information of the Audit, Risk and Scrutiny Committee and should not be used for any other purposes.

We would be very happy to discuss the matters identified above (or any other matters relating to our objectivity and independence) should you wish to do so.

Yours faithfully

**KPMG LLP**



## Appendix three

# Action Plan

The action plan summaries specific recommendations arising from our work, together with related risks and management's responses.

**DRAFT**

### Priority rating for recommendations

Grade one (significant) observations are those relating to business issues, high level or other important internal controls. These are significant matters relating to factors critical to the success of the Council or systems under consideration. The weaknesses may therefore give rise to loss or error.

Grade two (material) observations are those on less important control systems, one-off items subsequently corrected, improvements to the efficiency and effectiveness of controls and items which may be significant in the future. The weakness is not necessarily great, but the risk of error would be significantly reduced if it were rectified.

Grade three (minor) observations are those recommendations to improve the efficiency and effectiveness of controls and recommendations which would assist us as auditors. The weakness does not appear to affect the availability of the control to meet their objectives in any significant way. These are less significant observations than grades one or two, but we still consider they merit attention.

Finding and risk	Recommendation	Management proposed actions
<b>1. Review of transformation plan goals (Grade three)</b>		
The Council's transformation plan ended during 2020, with as yet no formal review and reporting of the success or development points from the plan.	We encourage management to consider whether the transformation plan achieved the goals as intended, and whether there are any lessons to be learned from during the next transformation plan.	<p><b>Response:</b> Internal Audit are finalising a review of the 2015-20 Transformation Programme. This review has highlighted some lessons to be learned for future programmes and will inform any future actions. This report will be considered by the Audit Committee in December 2020.</p> <p><b>Responsible Officer:</b> Head of Innovation</p> <p><b>When:</b> 31 March 2021</p>
<b>2. Fraud and corruption in procurement (Grade three)</b>		
<p>As part of its planning guidance for 2019-20, Audit Scotland have highlighted the requirement for external audit scrutiny over the processes and procedures in place to prevent and detect fraud and corruption in procurement.</p> <p>In the guidance, there is an expectation that entities consider the risk at a corporate level, such that there is sufficient oversight and scrutiny from members and senior management. We could not identify the risk on the risk register, though accepted that the procurement function have reasonable controls and processes in place.</p>	Management should consider whether the risk of fraud and corruption in procurement be included on the corporate risk register to allow oversight and scrutiny by members.	<p><b>Response:</b> This will be raised with the Executive Officer Team by the Head of Finance for consideration.</p> <p><b>Responsible Officer:</b> Head of Finance</p> <p><b>When:</b> 31 December 2020</p>

# Action Plan (continued)

**DRAFT**

Finding and risk	Recommendation	Management proposed actions
<b>3. Transparency of consultations (Grade three)</b>		
<p>We highlighted the positive developments the Council has made in respect of stakeholder and community consultations, and identifying a number of consultations where responses have been considered and reported upon.</p> <p>We identified that significant consultations should have a clear and transparent response to input made by communities and stakeholders. In particular, it was not fully clear how the consultation to the 2020-21 budget influenced the budget approved in March 2020.</p>	<p>Management should articulate explicitly how the consultation has been passed to members as part of their budgetary discussions.</p>	<p><b>Response:</b> Agreed</p> <p><b>Responsible Officer:</b> Chief Accountant</p> <p><b>When:</b> 31 March 2021</p>

## Appendix four

# Prior Year Recommendations

**DRAFT**

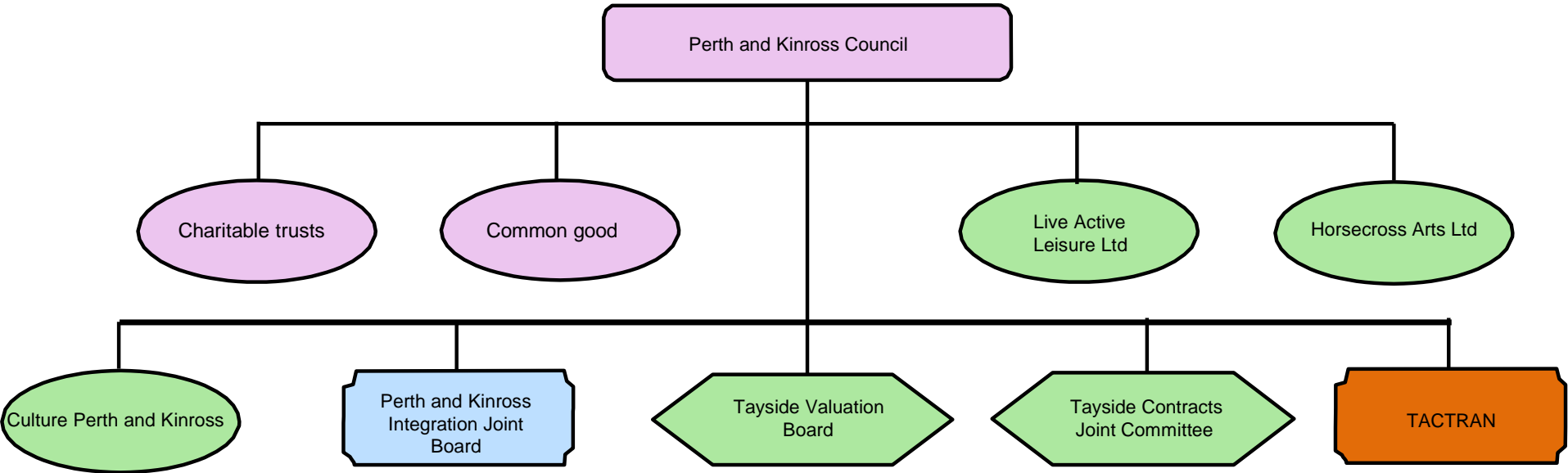
This section provides an update on prior year external audit recommendations, to determine whether they have been addressed. The table below summarises the recommendations made during the 2018-19 audit, and highlights our final conclusion on those recommendations not yet due when we reported in May 2020.

Original finding and risk	Recommendation	Original actions	Status
<b>1. Financial statements preparation (Grade three)</b>			
While the Council has a robust process, as highlighted in the BVAR, it "has a higher number of traditional, manual components than other local authorities". The Council has expanded the number of individuals involved in the financial statement production process to reduce reliance on key individuals.	It is recommended that management continue to work with external audit to consider whether there are opportunities for efficiency.	<p><b>Management response:</b> The Council will build on the existing work with KPMG to identify areas to streamline the preparation of the financial statements.</p> <p><b>Implementation date:</b> 31 March 2020</p> <p><b>Responsible officer:</b> Chief Accountant</p>	<p>The final accounts process runs from 1 May, until the end of June when financial statements are provided to us.</p> <p>In order to ensure that statutory requirements were achieved, we did not consider it appropriate to challenge management on their financial statements preparation process during a pandemic.</p> <p>We will roll-forward this action to 2020-21, subject to Covid-19 restrictions.</p>
<b>2. Valuation of property, plant and equipment (Grade three)</b>			
We made a recommendation in 2017-18 relating to the use of external valuation firms to support to the ongoing valuation cycle of the Council's property assets. The Council has improved, and engaged two firms to deliver these external valuations.	Building on good practice in 2018-19, management should consider annually and agree with external audit any unusual valuations which may benefit from additional ext. valuation. Where such valuations are obtained and differ significantly from internal valuer's opinion, the explanation for the differences should be documented to support reasonableness of the internal valuations.	<p><b>Management response:</b> The Council's Estates Team will build on the provision of narrative to support how internal valuations are reached.</p> <p><b>Implementation date:</b> 30 June 2020</p> <p><b>Responsible officer:</b> Senior Estates Surveyor</p>	<b>Implemented</b>

# Perth and Kinross Council group structure

DRAFT

The below diagram sets out our scoping of group entities in relation to the group financial statements, and related group audit instructions.



Key

- Audited by KPMG “core team”
- Audited by KPMG – separate audit team
- Audited by KPMG – separate audit team, not consolidated on the grounds of materiality
- Audited by component auditor – group audit instructions to be issued where considered significant components

Main body

Subsidiary

Associate

Joint Venture / Joint Board / Partnership

## Appendix six

# Grant claims and WGA return

We set out below the “other reporting” responsibilities of our audit appointment. We will update the audit committee at the September meeting should there be any exceptions arising from the testing.

**DRAFT**

RETURN	DESCRIPTION	STATUS
<b>Whole Government Accounts (“WGA”)</b>	WGA is the consolidated financial statements for all components of government in the UK. Most public bodies are required to provide information for the preparation of WGA. External auditors are required to review and provide assurance on WGA returns over a prescribed threshold.	There has been a change in process for the WGA for 2019-20, although no guidance has yet been published to allow bodies to commence audit.
<b>Non Domestic Rates (“NDR”)</b>	NDR in Scotland is collected by local authorities on an agency basis and notionally placed in a national ‘pool’, which is then redistributed among authorities based on each authority’s estimated collection levels.  In April each year, authorities submit an estimate of their expected NDR following the year end, authorities are required to submit their actual NDR yield, known as ‘the notified amount’ in a final return to the Scottish Government.	We did not identify any exceptions in our testing and issued an unqualified opinion on the NDR return.
<b>Housing Benefits (“HB”)</b>	The HB subsidy scheme is the means by which local authorities claim subsidy from the Department for Work and Pensions (“DWP”) towards the cost of paying HB in their local areas.  Claimants benefits either by direct application to the authority or by applying simultaneously for income support/jobseekers allowance and HB to the DWP. Eligibility for, and the amount of, HB is determined in all cases solely by the local authority.  Monthly instalments of subsidy are made by the DWP on the basis of authorities’ estimates in March and August. Final subsidy claims are made on claim form MPF720B which requires to be certified by the external auditor.	Our testing is ongoing and we expect to issue an opinion on the HB return in advance of the 30 November deadline.
<b>Education Maintenance Allowance (“EMA”)</b>	EMA is a means tested weekly allowance payable to young people from low income families to encourage them to remain in education beyond the compulsory school leaving age. Local authorities manage the delivery of the EMA programme in respect of schools, home education, and all other learning other than college provision.  EMA payments comprise a weekly allowance of £30 and are made by local authorities to eligible young people. The Scottish Government reimburses the costs incurred by authorities through monthly payments of grant. An allowance for the costs of administering the programme is also paid by the Scottish Government.	We did not identify any exceptions in our testing and issued an unqualified opinion on the EMA return.

## Appointed auditor's responsibilities

DRAFT

AREA	APPOINTED AUDITOR'S RESPONSIBILITIES	HOW WE HAVE MET OUR RESPONSIBILITIES
<b>Statutory duties</b>	Undertake statutory duties, and comply with professional engagement and ethical standards.	Appendix two outlines our approach to independence.
<b>Financial statements and related reports</b>	<p>Provide an opinion on audited bodies' financial statements and, where appropriate, the regularity of transactions.</p> <p>Review and report on, as appropriate, other information such as annual governance statements, management commentaries, remuneration reports, grant claims and whole of government returns.</p>	<p>Page eight summarises the opinions we have provided.</p> <p>Pages 16 reports on the other information contained in the financial statements, covering the annual governance statement, management commentary and remuneration report.</p> <p>Appendix six reports that we have not yet issued opinions in respect of all grant claims and whole of government accounts.</p>
<b>Financial statements and related reports</b>	Notify the Auditor General or Controller of Audit when circumstances indicate that a statutory report may be required.	On page 22, we concluded on the effectiveness and appropriateness of arrangements and systems of internal control, including risk management, internal audit, financial, operational and compliance controls.
<b>Corporate governance</b>	Participate in arrangements to cooperate and coordinate with other scrutiny bodies.	Page 28 includes arrangements to cooperate and coordinate with other scrutiny bodies.
<b>Wider audit dimensions</b>	<p>Demonstrate compliance with the wider public audit scope by reviewing and providing judgements and conclusions on the audited bodies':</p> <ul style="list-style-type: none"> <li>- Effectiveness of performance management arrangements in driving economy, efficiency and effectiveness in the use of public money and assets;</li> <li>- Suitability and effectiveness of corporate governance arrangements;</li> <li>- Financial position and arrangements for securing financial sustainability;</li> <li>- Effectiveness of arrangements to achieve best value; and</li> <li>- Suitability of arrangements for preparing and publishing statutory performance information</li> </ul>	We set out our conclusions on wider scope and best value in from page 19 onwards.

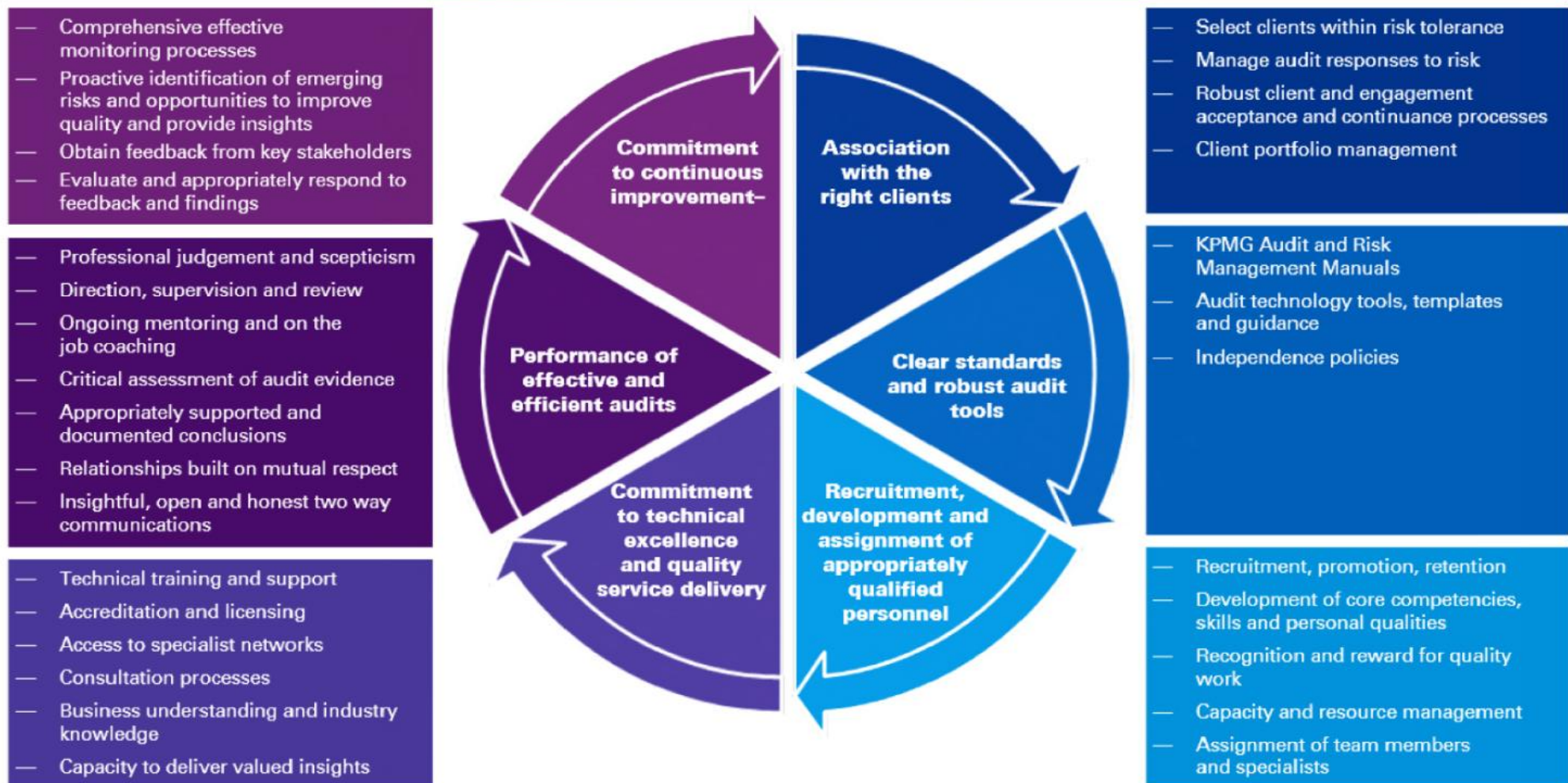


## Appendix eight

# KPMG's Audit quality framework

Audit quality is at the core of everything we do at KPMG and we believe that it is not just about reaching the right opinion, but how we reach that opinion.

To ensure that every partner and employee concentrates on the fundamental skills and behaviours required to deliver an appropriate and independent opinion, we have developed our global Audit Quality Framework



# Pensions assumptions



Overall assessment of assumptions for IAS 19 for audit consideration							
The overall assumptions adopted by the Employer are considered to be balanced relative to our central rates and within our normally acceptable range overall.						<div><div></div></div> <i>Balanced</i>	
Underlying review of individual assumptions		Methodology	Consistent methodology to prior year?	Compliant methodology with IAS 19?	Employer	KPMG central	Assessment Significant vs KPMG assumptions central
Discount rate		AA yield curve	✓	✓	2.35%	2.25%	<div><div></div></div> ✓
CPI inflation		Deduction to inflation curve	No, see page 11	✓	1.90%	1.78%	<div><div></div></div> ✓
Salary increases		Employer best estimate	✓	✓	CPI plus 1.0%	In line with long-term remuneration policy	<div><div></div></div> ✓
Pension increases		In line with CPI	✓	✓	1.90%	1.78%	<div><div></div></div>
Mortality	Base tables	In line with most recent Fund valuation	✓	✓	130% of S2PxA	In line with best-estimate Fund experience	<div><div></div></div> ✓
	Future improvements	In line with most recent Fund valuation	✓	✓	CMI 2018 projections model, 1.5% long-term trend rate and default smoothing and initial addition parameters	CMI 2019 projections model, 1.25% long-term trend rate and default smoothing and initial addition parameters	<div><div></div></div> ✓
Other demographics		In line with most recent Fund valuation	✓	✓	Members assumed to commute 50% of the maximum tax-free cash	In line with Fund experience	<div><div></div></div>

We also considered the impact of the McCloud judgement. The Council's actuary estimated a total of £5.29 million relating to pre-2012 actives only where as our estimate would be £7.0 million.

KPMG consider that all active members of the scheme should be included, and therefore a liability of £10.5 million exists, however, we accepted this as a difference of judgement that was within our scope of materiality.



The contacts at KPMG in connection with this report are:

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## PERTH AND KINROSS COUNCIL

### Audit Committee

16 September 2020

### INTERNAL AUDIT UPDATE

Report by Chief Internal Auditor (Report No. 20/163)

#### PURPOSE OF REPORT

This report presents a summary of Internal Audit's work, including outcomes from consultancy work undertaken as part of the Internal Audit Plan.

#### 1. BACKGROUND / MAIN ISSUES

- 1.1 The Public Sector Internal Audit Standards (PSIAS) require that the Chief Internal Auditor reports periodically to the Audit Committee on internal audit activity and on performance relative to the approved plan.
- 1.2 Between April 2019 and March 2020, Internal Audit has been contacted 31 times for advice/ guidance. Internal Audit will follow up on these areas during the year, where necessary. Where control issues arise as a result of this work, Internal Audit will provide the Audit Committee with a report.
- 1.3 Appendix 1 shows the areas of work which have been undertaken since the meeting of the Audit Committee in February 2020.
- 1.4 In addition to undertaking work in connection with the Internal Audit Plan for Perth & Kinross Council, the team was undertaking assignments in relation to the Perth & Kinross Integration Joint Board.
- 1.5 At the commencement of the COVID-19 pandemic, all planned Internal Audit work was paused. This was to enable the Council to focus on delivering essential services during the pandemic. Internal Auditors have been re-tasked to support this and as such did not progress any audits. Auditors have recently commenced this work and have been finalising audits from the Internal Audit Plan 2019-20.
- 1.6 A review of all previously agreed actions is now being undertaken to ensure that they have been implemented and/or remain relevant, particularly in the light of changes to the organisation arising from the pandemic. A full report will be brought to the next meeting of the Audit Committee.
- 1.7 Throughout the pandemic response, Internal Audit has remained available to provide support and advice in terms of governance, risk management and internal control throughout this period and continues to do so.
- 1.8 Internal Audit has started to return to its key business and an Internal Audit Plan for the remainder of 2020/21 is presented for consideration by this



Committee. This plan will take account of work required to be undertaken in order to support the National Fraud Initiative including specific work around COVID-19 business grants, grant certification required by Scottish Government and the key risks to the Council achieving its objectives.

## **2. OUTCOMES FROM CONSULTANCY WORK**

- 2.1 Within the Internal Audit Plan, there are assignments which are identified as 'consultancy'. Following approval from Audit Committee of a revised reporting process for consultancy assignments (Report 16/306), this Update report provides a summary of completed work with regard to such assignments, where appropriate.
- 2.2 The scope of 19-31 Risk Management was to support Services with embedding adequate arrangements in line with the approved risk management policy and strategy. An Internal Auditor is a fully trained Management of Risk (MoR) practitioner and supports the development of the risk process guides and learning materials used for training workshops and learning lunches. Internal Audit is a regular contributor at risk meetings and reviewing risk registers.
- 2.3 Elected Members have been informed of the Council's Risk Management Framework and the key strategic risks through a report to Audit Committee in June 2019 ([Report 19/196](#)) and a development session led by the Head of Legal and Governance.
- 2.4 Further work is being undertaken to ensure a consistency of approach throughout the Council with regard to the frequency of review and the level of detail being held within the Service Risk Registers.
- 2.5 Internal Audit's MoR practitioner has undertaken a key role in providing support to the Command structure for managing risks relating to the COVID-19 pandemic.
- 2.6 The Audit Committee will receive reports on Risk Management annually as part of their routine business.
- 2.7 In addition to concluding on the consultancy work in relation to the management of risk, Internal Audit has progressed with the use of dedicated data extractions and analysis software (assignment reference C19-32). Use of this software has enabled more efficient and effective monthly data capture for Financial Systems colleagues to identify any Council staff who have debt to the Council.
- 2.8 In addition, assistance has been given to the Financial Assessment & Charging Team in cleansing data prior to their annual billing exercise, utilising IDEA. This will minimise the amount of resources required for identifying potential errors in a highly manual processing system.
- 2.9 The Internal Audit team have attended various seminars and presentations throughout the year to enhance knowledge, in order to further identify

opportunities for identifying error, fraud or duplication using this system and these will be taken forward as appropriate and will be utilised as part of routine audits, where appropriate.

- 2.10 The outcomes from consultancy assignments are taken into account when considering the Internal Audit universe, from which future Internal Audit plans are derived.

### 3. CONCLUSION AND RECOMMENDATIONS

- 3.1 This report presents a summary of Internal Audit's work and the outcomes from consultancy work.
- 3.2 It is recommended that the Committee notes:
- i) the assignments undertaken by Internal Audit since the last meeting of the Audit Committee;
  - ii) the pausing of Internal Audit activity during the COVID-19 pandemic; and
  - iii) the outcomes from consultancy work.

#### Author(s)

Name	Designation	Contact Details
Jackie Clark	Chief Internal Auditor	<a href="mailto:Internal.Audit@pkc.gov.uk">Internal.Audit@pkc.gov.uk</a>

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You can also send us a text message on 07824 498145.

All Council Services can offer a telephone translation facility.

## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

<b>Strategic Implications</b>	<b>Yes / None</b>
Community Plan / Single Outcome Agreement	None
Strategic Plan	Yes
<b>Resource Implications</b>	
Financial	None
Workforce	None
Asset Management (land, property, IST)	None
<b>Assessments</b>	
Equality Impact Assessment	Yes
Strategic Environmental Assessment	None
Sustainability (community, economic, environmental)	None
Legal and Governance	None
Risk	Yes
<b>Consultation</b>	
Internal	Yes
External	None
<b>Communication</b>	
Communications Plan	None

### 1. Strategic Implications

Community Plan/Single Outcome Agreement

Corporate Plan

- 1.1 The Council's Corporate Plan 2018 – 2022 lays out five outcome focussed strategic objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. They are as follows:

- (i) Giving every child the best start in life;
- (ii) Developing educated, responsible and informed citizens;
- (iii) Promoting a prosperous, inclusive and sustainable economy;
- (iv) Supporting people to lead independent, healthy and active lives; and
- (v) Creating a safe and sustainable place for future generations.

- 1.2 This report relates to all of these objectives.

### 2. Assessments

Equality Impact Assessment

- 2.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations



between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.

- 2.2 The information contained within this report has been considered under the Corporate Equalities Impact Assessment process (EqIA) and has been assessed as **not relevant** for the purposes of EqIA.

#### Risk

- 2.3 The risks are associated with the level of assurance provided on the control environment in the event that Internal Audit's planned work is not completed on time.

### **3. Consultation**

#### Internal

- 3.1 The Chief Executive and Head of Legal and Governance have been consulted in the preparation of this report.

### **2. BACKGROUND PAPERS**

No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

### **3. APPENDICES**

Appendix 1 – Internal Audit Activity



## Appendix 1

## INTERNAL AUDIT UPDATE

## Internal Audit Activity 2019/20

Audit No.	Title	Service(s)	Status as at September 2020	Audit Committee
A19-01	ALEOs: Community Campus Income	Corporate & Democratic Services Education & Children's Services	Complete	November 2019
A19-02	Digital Strategy	Corporate & Democratic Services	Complete	September 2019
A19-03	Early Years Ordering & Stock Controls	Education & Children's Services	Complete	November 2019
A19-04	Transformation	All Services	Report in discussion	December 2020
A19-05	LEADER	Housing & Environment	Complete	February 2020
A19-06	Contracting	All Services	In progress	December 2020
A19-07	Workforce Planning	Corporate & Democratic Services	Complete	September 2020
A19-08	Withdrawal from the European Union	Corporate	Complete	February 2020
A19-09	Recycling Centre	Housing & Environment	Complete	February 2020
A19-10	Cash	All Services	Complete	February 2020
A19-11	Tay Cities Deal	Corporate	Carried forward to 2020-21	Not required
A19-12	ALEOs: Horsecross	Corporate & Democratic Services	Complete	September 2020
C19-30	Inclusion Services	Education & Children's Services	Complete	June 2020
C19-31	Risk Management	All Services	Complete	September 2020
C19-32	IDEA	All Services	Complete	September 2020
C19-33	ALEOs: Culture Perth & Kinross	Corporate & Democratic Services	Complete	Not Required
G19-40	Bus Service Operators Grant	Housing & Environment	Complete	Not Required
I19-50	Payment of Duplicate Invoices	Corporate & Democratic Services	Complete	Not Required

# Internal Audit Activity 2020/21

Audit No.	Title	Service(s)	Status as at September 2020	Audit Committee
A20-01	Managing Challenging Behaviour	Education & Children's Services	Report in discussion	December 2020
A20-02	COVID-19 Grants	Corporate & Democratic Services	Ongoing	February 2021
C20-11	ECS Payments	Education & Children's Services	Ongoing	February 2021

## Internal Audit Report



Internal Audit Report  
Corporate & Democratic Service  
ALEOs - Horsecross  
Assignment No. 19-12  
March 2020

## Final Report

(Report No. 20/164)

Legal and Governance  
Corporate and Democratic Services  
Perth & Kinross Council  
Council Offices  
2 High Street  
Perth  
PH1 5PH

### Internal Audit

“Internal Audit is an independent, objective assurance and consulting activity designed to add value and improve an organisation’s operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes”. Public Sector Internal Auditing Standards (PSIAS)

The Council’s Audit Committee approved the PSIAS as the relevant standard for its Internal Audit activity.

### Background and Introduction

This audit was carried out as part of the audit plan for 2019/20, which was approved by the Audit Committee on 26<sup>th</sup> June 2019. Audit testing was carried out between December 2019 and March 2020.

Arms-length external organisations (ALEOs) deliver services on behalf of the Council. There are three which Perth & Kinross rely on to undertake this function: Horsecross Arts; Live Active Leisure; and Culture Perth & Kinross.

### Outcomes

Following increased concerns about governance and financial management in Horsecross Arts the Council instigated further additional scrutiny of Horsecross in early 2019. The interim Chief Executive appointed by Horsecross left in June 2019.

In July 2019 Horsecross reported serious financial difficulties to the Council and a cashflow crisis which required emergency financial assistance from the Council to enable Horsecross to continue trading. This assistance had special funding conditions attached, including quarterly reporting to Scrutiny Committee from July 2019 and the establishment of a Joint Advisory Group (JAG) to support Horsecross in making improvements to governance, financial management and sustainability, operational effectiveness and artistic programming.

In August 2019 the Council put an interim leadership team into Horsecross to provide stability for staff and to oversee immediate required improvements as identified by the JAG. This leadership team identified a number of concerns about financial and management controls. The Council therefore sought the assistance of Audit Glasgow in ascertaining the extent of some issues and the ensuing report, attached at Appendix 1, was published in December 2019. The majority of Horsecross Board members resigned their roles at this time.

The Council has appointed three Councillors to serve as Horsecross Trustees and independent members of the Board are being recruited.

The Audit Glasgow report has highlighted areas where significant improvements to financial controls and governance are required. All are categorised as high priority. The report also highlights other areas arising from Audit Glasgow’s work which would benefit from review at the earliest opportunity. The Chief Executive of Horsecross, who has been in post since December, has been tasked with implementing the recommendations within the report as a matter of urgency. This will be a funding condition from the Council in 2020/21, included in the Service Level Agreement This will be reported to, and monitored by, the Horsecross Board. A briefing session for senior Horsecross Arts staff on required improvements was held on 14 February 2020.

## Internal Audit Report

Internal Audit will review the Action Plan and ensure that the actions effectively mitigate the risks that are highlighted in Audit Glasgow report. The Service Monitoring Officer will monitor implementation progress during 2020/21. SLA payments may be withheld if progress is unsatisfactory. Internal Audit will provide assurance over these as part of the 2020/21 Internal Audit planned work.

### Acknowledgements

Internal Audit acknowledges with thanks the co-operation of members of the JAG, particularly the Head of Culture & Community Services and her team.

### Feedback

Internal Audit welcomes feedback, in connection with this audit or with the Internal Audit service in general.

### Distribution

This report has been distributed to:

K Reid, Chief Executive

J Valentine, Depute Chief Executive (Chief Operating Officer)

K Donaldson, Depute Director – Corporate & Democratic Services

F Robertson, Head of Culture & Community Services

L Simpson, Head of Legal & Governance

S Mackenzie, Head of Finance

Committee Services

External Audit

### Authorisation

The auditor for this assignment was J Clark.

This report is authorised for issue:

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J Clark  
Chief Internal Auditor  
Date: 10 March 2020





## Horsecross Arts

### Review of Financial Management

**AUDIT GLASGOW**

December 2019



**Horsecross Arts  
Review of Financial Management**

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<b>3</b>	<b>Main Findings</b>
<b>4</b>	<b>Action Plan</b>



FS 57095  
Management System Certification

## **Horsecross Arts Review of Financial Management**

### **1. Introduction**

1.1 This report provides a summary of the findings from an audit review of financial management and control in Horsecross Arts Ltd. The review considered the governance arrangements which are in place and took into account recent concerns identified by the Board and the Sole Member, Perth and Kinross Council.

1.2 The purpose of this audit was to gain assurance that there are ongoing financial governance arrangements in place and that financial information is accurate and timeous. The scope of the audit included:

- Arrangements for reviewing and updating medium term financial plans and setting the annual budget;
- The financial governance framework, including the associated policies and procedures;
- Arrangements for preparing financial monitoring reports from the ledger, including reconciliations and budget adjustments;
- Reporting on financial performance to senior management and the Board;
- Consideration of associated key processes that may impact financial performance, including employee costs, accounts payable and ticketing income.

### **2. Audit opinion**

2.1 Based on the work undertaken, the audit has identified serious control weaknesses relating to financial management, budgetary control and associated key processes including employee costs and accounts payable. Urgent action is required in order to ensure these key elements of the internal control environment are designed and operating effectively. Currently the organisation is running at significant risk of failing to manage its finances effectively, which may impact on its ability to deliver on its strategic priorities.

### **3. Main Findings**

#### *Budget setting and monitoring*

3.1 There is no defined framework for agreeing financial forecasts, setting the budget and monitoring financial performance. Roles and responsibilities are not formally defined or well understood. Whilst there are budget holders in place, there is no clear understanding of what that role requires and cost centres are not clearly aligned to budget holders' areas of responsibility. As a result, there is no "ownership" of the budget across the organisation.

3.2 Financial forecasting appears to have been undertaken in an informal way. We could not identify robust forecasts taken to the Board that then informed strategic financial decision making. Instead, for example, where budget gaps emerged, they appear to have been dealt with through unrealistically inflating income targets. The overall audit trail for building the 2019/20 budget was not apparent. Ultimately this had the effect that the budget approved by the Board for 2019/20 was not competent, leading to ongoing financial crisis

management during the year. The Board was advised in March 2019 that budget holders and the Senior Management Team approved the budget, but the available evidence contradicts that assertion.

3.3 Whilst the budget setting process was flawed, the Board did approve an annual budget for 2019/20. However, the subsequent monitoring process was not subject to a formal control framework. For example:

- Budget holders have not formally reviewed and signed off the annual budget.
- There is no process for reviewing phasing of budgets, or formally authorising and controlling changes to the original approved budget.
- Up to September 2019, there is no evidence of regular formal budget monitoring reports being produced and scrutinised by budget holders. Ad hoc budget monitoring reports were produced for the Board, but there was no ownership at budget holder level or SMT.
- There are no defined variance thresholds above which management explanation and action is required.
- Monitoring information is not fully reconciled to the financial ledger and we were unable to substantively reconcile some differences.

3.4 Since September 2019, the Board has only received financial forecasting reports. This was necessary due to the budget setting issues noted above. However, in developing a new robust financial management control framework, the focus should be on setting a competent budget, monitoring actual income and expenditure against an appropriately phased budget, and then from the appropriate point in the year including forecast projections to year end.

3.5 Cash flow monitoring should be closely aligned to budget monitoring arrangements. Detailed cash flow projections are now being produced, however at the time of our review, two weeks were outstanding. We also understand that management are considering ways to better monitor financial commitments as part of these enhanced cash flow monitoring arrangements.

3.6 We reviewed year end accruals and prepayments as failure to properly manage these year end adjustments can have a significant impact on financial performance in the new financial period. The audit trail in these areas was also lacking and we noted that accruals were not being proactively reversed and monitored. Similarly management should develop a defined process for monitoring and reconciling control accounts within the ledger, including VAT and deferred income.

3.7 Appropriately controlled ledger access is an important element of the overall financial management control framework. We found that access to the Xero ledger system was unnecessarily wide, with a large number of employees being given considerable read and write access rights. This included some employees that had left employment who had not had their access rights removed. The risk of inappropriate access in these circumstances is magnified since Xero is a cloud based ledger system, enabling offsite access for those with active user accounts. We therefore expanded our testing to include a sample of journals. Whilst we did not find anything untoward, the risk of inappropriate access remains and management should therefore undertake an urgent user access review on the basis of minimum-need for each role.

### *Employee costs*

- 3.8 Horsecross Arts use SAGE payroll. This does not automatically interface with the Xero financial ledger. Instead a manual journal has to be raised. Access to SAGE is restricted to two officers, but there are no built in controls to limit read / write access rights and there are no authorisation controls in place. Specifically, there is no authorisation required of the payrun, or for updating the payroll for timesheets and other changes. In order to mitigate the risk of fraud and error, all payroll amendments should be subject to formal segregation of duties and authorisation controls.
- 3.9 In order to ensure that all employees on the payroll are still contracted to the organisation, and that pay details are correct, we are recommending that management conduct an annual payroll verification exercise. However, in order to do that efficiently it would also be beneficial for management to create and maintain a formal staffing establishment, which line managers are required to maintain for starters, leavers, and changes, on an ongoing basis.
- 3.10 There are inadequate controls over casual and temporary staff, including creative freelance and private contractors. Any decision to enter into agreements in these areas should be properly authorised and underpinned by an approved budget. The audit trail was also critically lacking in this area.
- 3.11 Special tax rules (IR35) apply where a worker provides his/her services through their own intermediary, for example a Personal Service Company. Prior to April 2017 the intermediary was liable for income tax and national insurance contributions (NICs) for that person. However, amended legislation affecting public authorities, was implemented in April 2017. As a result, when a public authority engages with

a worker provided via an intermediary (either directly or via a third party such as an agency) the public authority is required to assess employment status and potentially account for income tax and NICs when making payment to these types of workers. Management should review whether there are any such arrangements falling within IR35 at Horsecross Arts.

- 3.12 There is no formal policy or monitoring of employees that are entitled to earn Time Off In Lieu (TOIL). This has led to significant accrued balances of TOIL by some employees. Since this is not being actively monitored, significant TOIL balances could undermine the accuracy of budget monitoring and financial projections. Management should review these arrangements and also conditions of service to ensure these meet the needs of the business. Where TOIL is accrued, it should be subject to a formal policy that is then regularly monitored by management.
- 3.13 A policy on travel and subsistence is in place. However, we identified one case where expenses were paid out but there was no audit trail showing authorisation and retention of receipts. A sound control framework would ensure that all trips are authorised in advance, and out of pocket claims for subsistence business expenditure are formally authorised on the presentation of proper receipts.
- 3.14 There is no formal remuneration policy or committee in place. The absence of formal arrangements, including a formal pay scheme and arrangements for senior officer emoluments can lead to inconsistencies and divergence in pay structures. This is also an example of an anomaly that would be mitigated through the implementation of the additional payroll controls noted at 3.8-3.9.

- 3.15 The final area of employee expenditure that we considered was complementary tickets. We found that employees are routinely offered free tickets to events held or supported by Horsecross Arts. However, there is no policy underpinning what types of events this should include, in what situations and the number of tickets and frequency. We are therefore recommending that management establish a formal policy to ensure that complementary tickets for staff are offered on a consistent basis and in such a way that does not cut across the wider objectives of the organisation.

#### *Accounts payable*

- 3.16 Alongside employee costs, accounts payable represents the other significant element of expenditure for Horsecross Arts. A normal purchase invoice processing control environment would see a “3-way check”, with clear segregation of duties. The overall premise is that one person should not be able to raise a purchase order, confirm goods/services received, and authorise the purchase invoice. As part of our audit, we tested a sample of 20 invoices and found that these key segregation of duties and authorisation controls are not in place. Ultimately one employee could set up a supplier, create a purchase order, and authorise the invoice and payment. There is also no restriction on cost centre coding, meaning that it is possible to charge goods / services to cost centres in areas of another officer’s budget responsibility.

- 3.17 We were advised that there was a control for all payments over £1,000 to be authorised by the Chief Executive. However, testing confirmed that this control is not being followed in all cases. The absence of a formalised control framework in this area underpinned by written procedures has led to divergence in practice across the organisation.

#### *Next steps*

- 3.18 An action plan is provided at section four outlining our observations, risks and recommendations. We have made 12 recommendations for improvement. All actions should be progressed as a matter of priority. Taken together, the absence of effective budget monitoring controls, inadequate payroll management and accounts payable arrangements, and poorly controlled system access, leads to a toxic mix of control failures that leaves the organisation significantly exposed to fraud and error.

Priority	Definition	Total
<b>High</b>	Key controls absent, not being operated as designed or could be improved. Urgent attention required.	5
<b>Medium</b>	Less critically important controls absent, not being operated as designed or could be improved.	7
<b>Low</b>	Lower level controls absent, not being operated as designed or could be improved.	0
<b>Service Improvement</b>	Opportunities for business improvement and/or efficiencies have been identified.	0

3.20 The audit has been undertaken in accordance with the Public Sector Internal Audit Standards. We would like to thank officers involved in this audit for their cooperation and assistance.

3.21 It is recommended that the progress on implementing the agreed actions in the action plan is reported periodically to the Board.

3.19 Recognising that the focus of this audit was on financial management, through our fieldwork we have also become aware of other key areas that should be subject to separate in depth assurance reviews, including:

- Cash security and imprest management;
- Governance arrangements (scheme of delegation, authorised signatories etc.);
- Gifts and hospitality, and declarations of interest;
- IT general controls and cyber security;
- HR management; and
- Board effectiveness and organisational culture.

#### 4. Action Plan

Horsecross Arts: Financial Management

No.	Observation and Risk	Recommendation	Priority
1	<p><b>Budget setting and monitoring</b></p> <p>There is no overall framework for budget forecasting, budget setting and budget monitoring. This has led to a period of financial crisis and a short term focus on projections of year-end actuals. It can therefore be concluded that there is no operationally effective budgetary control system in place currently.</p>	<p>A full financial management framework must be developed, encompassing the following broad areas:</p> <ul style="list-style-type: none"> <li>• Medium term financial forecasting and trend analysis.</li> <li>• Annual budget setting, including strategic considerations arising from the financial forecast, and specific strategic initiatives being separately identified to meet any anticipated budget gaps.</li> <li>• Formal identification of budget holders, aligned to business areas and reflected in the ledger structure.</li> <li>• Budget holder involvement in building the annual budget and medium term forecasts.</li> <li>• Sign off by budget holders and the SMT of the budget prior to Board approval.</li> <li>• Review of annual budgets for accurate phasing in order to reflect business expectations and peaks and troughs of trading.</li> <li>• Regular budget monitoring reports, produced and reconciled to the ledger, discussed with and approved by budget holders, and presented to the SMT and Board.</li> <li>• These should include appropriately detailed variance analysis, with standard thresholds (% variance triggers).</li> <li>• At the appropriate point in the year, budget monitoring should include projections of actuals and variances to the year end, and proposed management action for ensuring a balanced outturn.</li> <li>• A formal scheme of delegation should also be established alongside a list of authorised signatories with associated financial limits and parameters.</li> </ul>	High



No.	Observation and Risk	Recommendation	Priority
		<p>The Board should also consider whether a professionally qualified finance manager, as a permanent member of the SMT, should be appointed. The benefit would be that one single officer has overall responsibility for ensuring budget holders operate in accordance with the budgetary control framework.</p>	
2	<p><b>Cash flow monitoring</b></p> <p>Cash flow monitoring is ongoing, but at the time of our audit 2 weeks were outstanding.</p> <p>Given the critical financial position of Horsecross Arts, weekly cashflow monitoring is important to ensure ongoing solvency.</p>	<p>Management should ensure the weekly cashflow monitoring and projections are undertaken timeously to ensure liquidity is maintained. This is especially important given the inadequate budgetary control environment currently in place.</p>	Medium
3	<p><b>Year end accruals and control accounts</b></p> <p>The audit trail around certain year end accruals and prepayments was not clear and some are not being timeously reversed.</p> <p>Proper financial reporting requires year end accruals to be supported by an appropriate audit trail. In addition, a failure to properly manage, monitor and reverse accruals can impact on the financial position in the following period.</p> <p>We also found that there was no formal review of control accounts, VAT or deferred income. This can lead to unexplained balances building up in the ledger, impacting the reported financial position.</p>	<p>All accruals and prepayments should be reviewed by a secondary professional finance officer and supported by an appropriate audit trail. Once posted to the ledger, a designated officer should review these periodically and ensure accruals are reversed at the appropriate time. Any unexpected prior year variances should also be built into the budget monitoring reports.</p> <p>Similarly, management should develop a defined process for monitoring and reconciling control accounts within the ledger, including VAT and deferred income.</p>	Medium

No.	Observation and Risk	Recommendation	Priority
4	<p><b>Ledger access</b></p> <p>We reviewed users with access to the Xero ledger system and have noted that too many officers have unnecessary access. We also identified leavers who had not been removed.</p> <p>This may lead to unauthorised or inappropriate access, and erroneous or fraudulent postings to the system. This risk is increased as the system is cloud based and can be accessed remotely.</p>	<p>Management should undertake a full user access review of the Xero ledger system. The overriding principle should be one of minimum need for each role.</p> <p>A formal leavers process should also be adopted to ensure that all staff that leave employment immediately have access rights removed.</p>	High
5	<p><b>Payroll controls</b></p> <p>The Horsecross Arts payroll is not subject to a formal system of control that enforces authorisation controls prior to running the payroll or posting amendments. The system also does not enforce segregation of duties.</p> <p>It is therefore possible for one officer to post a change to the payroll, run the payroll and post the journal to the ledger without second officer approval. This increases the risk of fraud and error.</p>	<p>A system of secondary authorisation should be implemented to ensure at least two separate officers are involved in amendments to the payroll and the payrun itself. Given the SAGE payroll system does not automatically interface with the ledger, the journal should be subject to independent review and the two systems reconciled on a monthly basis.</p>	High
6	<p><b>Payroll verification</b></p> <p>There is no formal establishment maintained of contracted employees. Given the wider control issues identified, there is a risk that employees that have left or changed working time or pay scales may not be accurately reflected in the payroll.</p>	<p>A full establishment list of all employees should be created and maintained. Thereafter all budget holders should complete an annual verification process, comparing information on the payroll with local establishment information to identify any anomalies.</p>	High

No.	Observation and Risk	Recommendation	Priority
7	<p><b>Casual staff &amp; IR35</b></p> <p>There are inadequate controls over casual and temporary staff, including creative freelance and private contractors. The audit trail was also critically lacking in this area.</p> <p>Due to the nature of the business, it is important that budget holders are fully accountable for the recruitment of casual and temporary staff.</p> <p>We also noted that there has been no review of current contracted staff against IR35 requirements, and there is no process to undertake this on an ongoing basis.</p>	<p>Any decision to enter into agreements with casual and temporary staff should be properly authorised and underpinned by approved budget.</p> <p>In addition, a review of all casual and temporary staff against IR35 requirements should be undertaken, and recruiting managers should be provided with guidance to ensure compliance on an ongoing basis.</p>	Medium
8	<p><b>Time off in lieu</b></p> <p>There is no formal policy or monitoring of employees that are entitled to earn TOIL. This has led to significant accrued balances of TOIL by some employees.</p> <p>Since this is not being actively monitored, significant TOIL balances could undermine the accuracy of budget monitoring and financial projections.</p>	<p>Management should review the arrangements for TOIL to ensure these meet the needs of the business. Where TOIL is accrued, it should be subject to a formal policy that is then regularly monitored by management. Consideration should be given to ensuring employees are on the most appropriate working pattern to ensure it is reflective of the needs of the business.</p>	Medium

No.	Observation and Risk	Recommendation	Priority
9	<p><b>Travel and subsistence</b></p> <p>We identified one case where expenses were paid out but there was no audit trail showing authorisation and retention of receipts.</p> <p>The absence of an agreed authorisation process and audit trail may lead to inappropriate expenses being reimbursed and tax and VAT issues arising.</p>	<p>A formal process should be established and rolled out to employees to ensure that all trips are authorised in advance, and out of pocket claims for subsistence business expenditure are formally authorised on the presentation of proper receipts.</p>	Medium
10	<p><b>Employee remuneration</b></p> <p>There is no formal remuneration policy or committee in place. The absence of formal arrangements, including a formal pay scheme and arrangements for senior officer emoluments can lead to inconsistencies and divergence in pay structures.</p>	<p>Management should consider formalising the pay and grading structure across the organisation to ensure consistency.</p> <p>The Board should also consider reviewing the governance around senior employee emoluments, specifically the creation of a remuneration committee.</p>	Medium

No.	Observation and Risk	Recommendation	Priority
11	<p><b>Complementary tickets</b></p> <p>There is no policy underpinning what types of events should be offered to employees on a complementary basis and in what situations.</p> <p>We identified some instances where up to 6 tickets were offered to individual employees.</p> <p>There is a potential reputational risk to the organisation if this area is not properly controlled.</p>	<p>We are therefore recommending that management establish a formal policy to ensure that complementary tickets for staff are offered on a consistent basis and in such a way that does not cut across the wider objectives of the organisation.</p>	Medium
12	<p><b>Accounts payable</b></p> <p>As part of our audit, we tested a sample of 20 invoices and found that key segregation of duties and authorisation controls are not in place. Ultimately one employee could set up a supplier, create a purchase order, and authorise the invoice and payment. There is also no restriction on cost centre coding, meaning that it is possible to charge goods / services to cost centres in areas of another officer's budget responsibility.</p>	<p>Management must urgently implement a 3-way check control framework across accounts payable to ensure that no single officer can transact the whole ordering and accounts payable process. System controls should also be explored to ensure that authorising signatories cannot authorise transactions to cost centres out with their own business area.</p>	High



## Internal Audit Report



Internal Audit Report  
Corporate & Democratic Service  
Workforce Planning  
Assignment No. 19-07  
March 2020

## Final Report

(Report No. 20/165)

Legal and Governance  
Corporate and Democratic Services  
Perth & Kinross Council  
Council Offices  
2 High Street  
Perth  
PH1 5PH

### Internal Audit

“Internal Audit is an independent, objective assurance and consulting activity designed to add value and improve an organisation’s operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes”. Public Sector Internal Auditing Standards (PSIAS)

The Council’s Audit Committee approved the PSIAS as the relevant standard for its Internal Audit activity.

### Background and Introduction

This audit was carried out as part of the audit plan for 2019/20, which was approved by the Audit Committee on 26<sup>th</sup> June 2019. Audit testing was carried out between December 2019 and January 2020.

Workforce planning is the process that organisations use to ensure that they have *“the right people with the right skills in the right place at the right time”*.

The Council approved the Corporate Workforce Plan in February 2018. This document sets out the key challenges and priority activities which have been identified for the period 2018-2021.

Internal Audit reviewed these plans in more detail in 2018 (report 19/158 refers). Due to the high level of risk that this area represents to the achievement of Council objectives, however, this is a follow up audit designed to provide further assurance regarding controls in place to ensure ongoing effectiveness of workforce planning arrangements.

### Scope and Limitations

This audit considered arrangements in place to ensure that workforce planning measures identified within the Corporate Workforce plan are being progressed and scrutinised as appropriate, and that provision is being made to continually assess, evaluate and update these as required.

The review consisted of analysis of documentation and interviews with relevant Officers.

The audit was primarily carried out with colleagues in Human Resources (HR), who are responsible for the delivery of the majority of actions within the Corporate Workforce Plan.

### Control Objectives and Opinions

This section describes the purpose of the audit and summarises the results. A ‘control objective’ is a management objective that requires the maintenance of adequate and effective internal controls to ensure that it is achieved. Each control objective has been given a rating describing, on the basis of the audit work done, the actual strength of the internal controls found to be in place. Areas of good or poor practice are described where appropriate.



Control Objective: To ensure the effectiveness of workforce planning measures

Internal Audit Comments:

There is evidence that the importance of effective workforce planning is recognised and embedded culturally across the Council, starting with the Chief Executive. This is reflected within various key Council documents, including the Corporate Plan, Service Business Management Improvement Plans and risk registers.

Workforce planning activity is being progressed and scrutinised, with appropriate governance and responsiveness to interventions required. Evidence which supports this:

- An update on the Corporate Workforce Plan, was presented to Council in December 2018. This report effectively demonstrates progression of activity towards achievement of outcomes, through case studies, feedback quotes and statistics. Whilst no report was provided in December 2019, as had been originally anticipated, there is evidence that HR is continuing to engage with Elected Members and Trade Unions through the Joint Consultative Committee and Joint Negotiating Committee for Teaching Staff. Minutes of these meetings are noted by Elected Members of the Strategic Policy and Resources Committee also.
- Workforce planning workshops are held annually with the Corporate Management Group (CMG) to review and re-evaluate priorities for the forthcoming year. Relevant information on workforce demographics, change and challenges is presented at these sessions and has evolved over the 2-year period.
- New policies and processes aligned with the Workforce Plan are approved by the CMG.
- HR is set up in such a way to facilitate effective communication with Services and budget holders, allowing responsiveness to any demand/issues. This combined with: policies and processes in place for vacancy management and transformational change; alongside attendance at budget meetings, would enable them to have an overview of anticipated demand/future need.
- Responsive changes to interventions as required, including work done to understand the impact of Brexit.
- The Service monitors a range of indicators and completes evaluation activities which will assist in understanding whether workforce planning interventions have been successful.

The Corporate Workforce Plan was co-designed with Organisational Development (OD) however, this audit has focused largely on HR activity. There is evidence that some of the OD priorities initially identified have been progressed. It is recognised, however, that workstreams have been largely impacted by significant changes which have re-defined and re-shaped some of the key priority action areas and approach from the original iteration. Matters of note include: change of Chief Executive, which has led to a shift in direction from a leadership perspective; development of the Perth & Kinross Offer - which in turn will redefine how Senior Management communicate and engage with staff; merger of Housing

<p>&amp; Environment Services; and changes to reporting lines within and impacting on the Corporate Strategy &amp; OD Team.</p> <p>HR &amp; OD colleagues are actively supporting these changes and work is ongoing to develop new mechanisms for capturing employee voice through the work progressing in relation to the Perth &amp; Kinross Offer and 'think yes' sessions. Whilst this may have an impact upon evidencing some of the Workforce Planning outcomes in the way which was originally intended, the Service anticipates that this will provide more qualitative feedback in the future.</p> <p>OD have been working with, and providing updates to, CMG and Executive Officers regarding the development of the Perth &amp; Kinross Offer. There may, however, be benefit to review and update to CMG on progression of the specific OD workstreams which were identified and reported as priority areas for 2019.</p>	
Strength of Internal Controls:	Strong

## Management Action and Follow-Up

Responsibility for the maintenance of adequate and effective internal controls rests with management.

Where the audit has identified areas where a response by management is required, these are listed in Appendix 1, along with an indication of the importance of each 'action point'. Appendix 2 describes these action points in more detail and records the action plan that has been developed by management in response to each point.

It is managements responsibility to ensure that the action plan presented in this report is achievable and appropriate to the circumstances. Where a decision is taken not to act in response to this report, it is the responsibility of management to assess and accept the risks arising from non-implementation.

Achievement of the action plan is monitored through Internal Audit's 'follow up' arrangements.

Management should ensure that the relevant risk profiles are reviewed and updated where necessary to take account of the contents of Internal Audit reports. The completeness of risk profiles will be examined as part of Internal Audit's normal planned work.

## Acknowledgements

Internal Audit acknowledges with thanks the co-operation of P Johnstone, HR Manager - Operations and K Donaldson, Depute Director – Corporate & Democratic, C Guild, Head of Innovation & S Flanigan, Corporate Strategy and Organisation Development Manager during this audit.

## Feedback

Internal Audit welcomes feedback, in connection with this audit or with the Internal Audit service in general.

## Distribution

This report has been distributed to:

K Reid, Chief Executive

J Valentine, Depute Chief Executive (Chief Operating Officer)

K Donaldson, Depute Director – Corporate & Democratic Services

C Guild, Head of Innovation

P Johnstone, HR Manager – Operations

L Simpson, Head of Legal & Governance

S Mackenzie, Head of Finance

Committee Services

External Audit

## Authorisation

The auditor for this assignment was L Ferguson. The supervising auditor was J Clark.

This report is authorised for issue:

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J Clark  
Chief Internal Auditor  
Date: March 2019

Appendix 1: Summary of Action Points

No.	Action Point	Risk/Importance
1	<a href="#">Communication with Elected Members</a>	Low
2	<a href="#">Development of Employee Feedback &amp; CMG Update</a>	Low

## Appendix 2: Action Plan

### Action Point 1 - Communication with Elected Members

It is stated within the Corporate Workforce Report 2018-2021, and CADs BMIP that Elected Members would be provided with a workforce report to Council annually.

Whilst no report was provided in December 2019, as had been originally anticipated, there is evidence that the Service is continuing to engage with Elected Members and Trade Unions through the Joint Consultative Committee (JCC) and Joint Negotiating Committee for Teaching Staff (JNCT). Minutes of these meetings are noted by Elected Members of the Strategic Policy and Resources Committee also.

The Service may wish to formalise arrangements surrounding what information is to be provided to Elected Members, how often this occurs and at what forum.

### Management Action Plan

Elected members will be advised of this change of reporting through the Medium-Term Financial Plan.

A revised approach for Elected Member engagement and communication will be formalised in the next iteration of the Corporate Workforce Plan, due in 2021.

Risk/Importance:	Low
Responsible Officer:	K Donaldson, Depute Director – Corporate & Democratic Services
Lead Service:	Corporate & Democratic Services
Date for Completion (Month / Year):	Oct 2020
Required Evidence of Completion:	Medium Term Financial Plan Report

### Auditor's Comments

Satisfactory

## Action Point 2 - Development of Employee Feedback & CMG Update

There are significant changes which have re-defined and re-shaped some of the key focus areas and approach from the original iteration of the Corporate Workforce Plan 2018-2021.

There is evidence that HR & OD colleagues are actively supporting changes and that CMG and Executive Officers have been involved in developing the Perth & Kinross Offer.

A key area of note is the way in which the Council will communicate and engage with staff to capture employee voice. A number of sessions have been held regarding 'Think Yes' and the Perth & Kinross Offer and it is envisaged that similar future sessions will form part of a new model for capturing wide-ranging employee feedback. It is recognised that development of the employee feedback model will remain key to Workforce Planning, and demonstration of the achievement of Corporate Workforce Plan outcomes, and this is an area that the Service is continuing to progress.

It was noted, however, that a planned session for CMG detailing progression of specific OD workstreams identified and reported as Corporate Workforce Plan priority areas for 2019 did not go ahead. To complete arrangements, there may be benefit to updating CMG on these specific items also.

### Management Action Plan

Reviewing and renewing methods of listening to and acting upon employee voice was one of the priorities identified in 2019. This remains a key focus area in the development of the Perth & Kinross Offer, and will continue to be considered in the context of evidencing Workforce Planning outcomes also. An update on this and other specified OD priority areas will be communicated to CMG.

Risk/Importance:	Low
Responsible Officer:	C Guild, Head of Innovation
Lead Service:	Housing & Environment
Date for Completion (Month / Year):	May 2020
Required Evidence of Completion:	Update to CMG

### Auditor's Comments

Satisfactory

# PERTH AND KINROSS COUNCIL

## Audit Committee

16 September 2020

### INTERNAL AUDIT STRATEGY & PLAN 2020/21

#### Report by the Chief Internal Auditor (Report No. 20/166)

#### PURPOSE OF REPORT

This report presents the strategy for the delivery of Internal Audit and the proposed approach for the direction of planned Internal Audit work for 2020/21.

## 1. BACKGROUND

- 1.1 Internal Audit, as defined in the Public Sector Internal Audit Standards (PSIAS), is an independent, objective assurance and consulting activity designed to add value and improve the effectiveness of the Council's operations. It helps the Council to accomplish its objectives by bringing a systematic, disciplined approach to the evaluation and improvement of risk management, control and governance processes.
- 1.2 The PSIAS require the Chief Internal Auditor to prepare a risk based Internal Audit Plan (the Plan) setting out the team's work programme for up to 12 months. The Plan should take account of the Council's objectives, risk and performance management arrangements.

## 2. APPROACH

- 2.1 The strategy for Internal Audit is to deliver a risk based Internal Audit service by designing planned activity around the key risks to the Council achieving its objectives. Internal Audit also aims to add value to the organisation by ensuring that there is appropriate and enabling risk management, governance and controls in place.
- 2.2 Following the onset of the COVID-19 pandemic, Internal Audit activity was paused to enable the Council to focus its attention on delivering the 18 critical services identified. Internal Audit resources were therefore reallocated as part of the re-tasking process to support other areas of activity in connection with the delivery of the critical services. As such, there will be a shortened Audit Plan in order to take account of the limitation in resources.
- 2.3 Internal Audit has partly recommenced its work and has focussed on finalising areas of planned work from the 2019/20 Internal Audit Plan for both the Council and for the Integration Joint Board. It is anticipated that the team will be functioning with a full complement of staff from September 2020.
- 2.4 The plan proposes a greater degree of flexibility for the remainder of 2020/21 to take account of the potential changes in the risk environment arising from

the implications of COVID-19. It is therefore requested that the Chief Internal Auditor has greater ability to propose changes to planned activity on an ongoing basis in order to be more responsive.

- 2.5 As in 2019/20, the Internal Audit Plan proposes a thematic approach to elements of Council activity and the detailed scope will be agreed prior to the commencement of each thematic review. Some assignments within the Plan may extend beyond March 2021, however work undertaken in these areas will be taken into consideration as part of the Chief Internal Auditors Annual Opinion, which contributes towards the evidence required for the Council's Annual Governance Statement.
- 2.6 In order to ensure compliance with the PSIAS requirement of undertaking an annual risk assessment, a review of the arrangements which have been put in place for the identification and assessment of risks has been ongoing during the year. In addition, evidence provided to support the Annual Governance Statement has been examined. Information in relation to external inspections by regulators and other bodies has also been taken into account, where available.
- 2.5 Cumulative audit knowledge and experience has been drawn upon, from our knowledge of the organisation, awareness of significant changes in systems processes and personnel, previous Internal Audit involvement in areas of activity and from our analysis of the risks faced by individual functions in delivering their objectives. This has resulted in the identification of some specific areas for Internal Audit activity in 2020/21.
- 2.6 Reports arising from Internal Audit activity will be presented to Audit Committee except where the assignments are consultative in nature. A summary of the work undertaken will be provided as part of the routine Update reports, as agreed in June 2016 ([Report 16/306](#) refers). The outcomes from these assignments will be taken into consideration in arriving at future Internal Audit Plans.

### **3. INTERNAL AUDIT RESOURCES**

- 3.1 Internal Audit has 4.0 FTE posts to undertake the Internal Audit Plan, provide advice and consultancy, grant certification work as required, investigations relating to fraud and corruption, facilitate the National Fraud Initiative and oversee the whistleblowing arrangements.
- 3.2 An allocation of resources is made annually for tasks relating to counter-fraud and corruption activity, including the oversight and facilitation of the National Fraud Initiative.
- 3.3 There is an ongoing requirement for grant claims relating to the Bus Service Operators Grant to be completed by Internal Audit. Resources are allocated to this to ensure that the grant claim can be verified for submission to the Scottish Government.



- 3.4 An important part of the Internal Audit process is the verifying of the implementation of agreed actions arising from Internal Audit reports. An allocation of resources is made to support this process and to ensure that Elected Members are informed of the status of actions arising from previous audit reports. During this year, there will be a complete review of all agreed actions to ensure that they remain current as a result of the Council's response to the COVID-19 pandemic.
- 3.5 The Internal Audit service for the Integration Joint Board is provided jointly by officers from Perth & Kinross Council and NHS, with the role of Chief Internal Auditor being held by Perth & Kinross Council. Resources are set aside for the provision of this Service.
- 3.5 Furthermore, resources are released to ensure that appropriate professional development is undertaken within the team. A member of the team is undertaking professional Institute of Internal Auditor qualifications and has received the Management of Risk training, thus contributing to the development and embedding of risk management within the Council.
- 3.6 The leaves approximately 67% of audit time to be dedicated to planned audit activity.

#### **4. PLANNED INTERNAL AUDIT ACTIVITY**

- 4.1 It is noted that the Corporate and Service risk registers are under review in order to ensure that they fully reflect the changing climate as a result of the COVID-19 pandemic. However, Internal Audit has identified key themes arising from its review of the current Corporate and Service risk registers, performance and activities. Within each theme, there may be a number of strands of work undertaken within the year, or the overall piece of work may stretch across the whole Council. The themes identified for 2020/21 are as follows:

<b>Theme</b>	<b>Corporate (C) / Service (S) Risks</b>	<b>Corporate Objectives</b>	<b>Anticipated Service(s)</b>	<b>Brief Description</b>
Recovery & Renewal	All	All	All	Provide advice and assurance with regard to recovery and renewal activity
Financial Sustainability	C1, C4	All	Corporate & Democratic Services	To provide assurance over financial management
Digital	C8	All	Corporate & Democratic Services	Provide assurance over the management of IT assets

ALEOs	C11	All	Corporate & Democratic Services And Education & Children's Services	Following up on Audit Glasgow's Audit Report
Tay Cities Deal	S8	Promoting a Prosperous, Inclusive and Sustainable Economy	Corporate & Democratic Services	Collaborate with Internal Auditors for participating members to provide relevant assurances.
Contracting	C11	All	All Services	Review contracting activity within Services, including activity in response to the COVID-19 pandemic.
Withdrawal from the European Union	C5, C14, C15	All	All Services	Review the management of the risks relating to the withdrawal from the European Union.

- 4.2 There will be an ongoing review of the emerging risks faced by the Council to ensure that these themes cover the areas of highest risk in achieving the Council's objectives.
- 4.3 In addition to the above themes, specific pieces of work have been highlighted from consultation with Services and from previous years' audit work which are worthy of additional assurance work. These include the following.

Assignment	Service	Description
COVID-19 Grants	Corporate & Democratic Services	To provide assurance over the arrangements in place for appropriate payment of grants.
Managing Challenging Behaviour	Education & Children's Services	Review arrangements for the management of challenging behaviour.
Scottish Welfare Fund	Corporate & Democratic Services	To ensure the adequacy and effectiveness of the arrangements in place for the management of payments from the Scottish Welfare Fund

Education & Children's Services Payments	Education & Children's Services	To provide advice and support on changes to the control environment as a result of COVID-19
LEADER	Corporate & Democratic Services	Reviewing regulatory compliance for the LEADER projects.
Bus Service Operators Grant Certification	Housing & Environment	Certification of Grant required by the Scottish Government

### 3. CONCLUSION AND RECOMMENDATIONS

- 3.1 This report presents the strategy for the delivery of Internal Audit services in Perth & Kinross Council and outlines the planned themes for Internal Audit work for 2020/21.
- 3.2 It is recommended that the Committee approves the strategy and plan for 2020/21.

#### Author(s)

Name	Designation	Contact Details
Jackie Clark	Chief Internal Auditor	<a href="mailto:Internal.Audit@pkc.gov.uk">Internal.Audit@pkc.gov.uk</a>

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Council Text Phone Number 01738 442573

## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

<b>Strategic Implications</b>	<b>Yes / None</b>
Community Plan / Single Outcome Agreement	None
Strategic Plan	Yes
<b>Resource Implications</b>	
Financial	None
Workforce	None
Asset Management (land, property, IST)	None
<b>Assessments</b>	
Equality Impact Assessment	Yes
Strategic Environmental Assessment	None
Sustainability (community, economic, environmental)	None
Legal and Governance	None
Risk	Yes
<b>Consultation</b>	
Internal	Yes
External	None
<b>Communication</b>	
Communications Plan	None

### 1. Strategic Implications

#### Community Plan/Single Outcome Agreement

#### Corporate Plan

- 1.1 The Council's Corporate Plan 2018 – 2022 lays out five outcome focussed strategic objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. They are as follows:

- (i) Giving every child the best start in life;
- (ii) Developing educated, responsible and informed citizens;
- (iii) Promoting a prosperous, inclusive and sustainable economy;
- (iv) Supporting people to lead independent, healthy and active lives; and
- (v) Creating a safe and sustainable place for future generations.

- 1.2 This report relates to all of these objectives.

### 2. Assessments

#### Equality Impact Assessment

- 2.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations

between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.

- 2.2 The information contained within this report has been considered under the Corporate Equalities Impact Assessment process (EqIA) and has been assessed as **not relevant** for the purposes of EqIA.

#### Risk

- 2.3 The risks are associated with the level of assurance provided on the control environment in the event that Internal Audit's work is not appropriately planned and completed on a timely basis.

### **3. Consultation**

#### Internal

- 3.1 The Chief Executive and Head of Legal and Governance have been consulted in the preparation of this report.

### **2. BACKGROUND PAPERS**

No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

### **3. APPENDICES**

None.



# PERTH AND KINROSS COUNCIL

## Audit Committee

16 September 2020

### INTERNAL AUDIT COMMON DEFINITIONS

#### Report by Chief Internal Auditor (Report No. 20/167)

#### PURPOSE OF REPORT

This report presents a proposal to adopt the use of common definitions for the reporting of overall results for Internal Audit assignments.

#### 1. BACKGROUND / MAIN ISSUES

- 1.1 The Public Sector Internal Audit Standards (PSIAS) provide the framework for the delivery of Internal Audit Services within the Council, and was most recently approved by the Audit Committee in September 2017 ([Report 17/313](#) refers).
- 1.2 Whilst the standards are consistent across the public sector, there has been no common practice, and little guidance, regarding how best to report the overall results of internal audit work at the end of each engagement.
- 1.3 CIPFA have published the outcome from their research regarding the communication of results using common definitions and recommend that these are applied throughout the public sector (see Appendix 1). This will allow for a more consistent understanding and approach to reporting across public sector organisations.
- 1.4 The Chief Internal Auditor is planning to apply these common definitions for Internal Audit work from 2020/21 onwards.

#### 2. CONCLUSION AND RECOMMENDATIONS

- 2.1 This report presents to the Committee CIPFA's document entitled "Internal Audit Engagement Opinions: setting common definitions."
- 2.2 It is recommended that the Committee notes:
  - i) the content of the CIPFA document; and
  - ii) approves these definitions to be applied for future Internal Audit work.

#### Author(s)

Name	Designation	Contact Details
Jackie Clark	Chief Internal Auditor	<a href="mailto:Internal.Audit@pkc.gov.uk">Internal.Audit@pkc.gov.uk</a>

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You can also send us a text message on 07824 498145.

All Council Services can offer a telephone translation facility.



## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

<b>Strategic Implications</b>	<b>Yes / None</b>
Community Plan / Single Outcome Agreement	None
Strategic Plan	Yes
<b>Resource Implications</b>	
Financial	None
Workforce	None
Asset Management (land, property, IST)	None
<b>Assessments</b>	
Equality Impact Assessment	Yes
Strategic Environmental Assessment	None
Sustainability (community, economic, environmental)	None
Legal and Governance	None
Risk	Yes
<b>Consultation</b>	
Internal	Yes
External	None
<b>Communication</b>	
Communications Plan	None

### 1. Strategic Implications

Community Plan/Single Outcome Agreement

Corporate Plan

- 1.1 The Council's Corporate Plan 2018 – 2022 lays out five outcome focussed strategic objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. They are as follows:

- (i) Giving every child the best start in life;
- (ii) Developing educated, responsible and informed citizens;
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- (iv) Supporting people to lead independent, healthy and active lives; and
- (v) Creating a safe and sustainable place for future generations.

- 1.2 This report relates to all of these objectives.

### 2. Assessments

Equality Impact Assessment

- 2.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations

between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.

- 2.2 The information contained within this report has been considered under the Corporate Equalities Impact Assessment process (EqIA) and has been assessed as **not relevant** for the purposes of EqIA.

#### Risk

- 2.3 The risks are associated with the level of assurance provided on the control environment in the event that Internal Audit's planned work is not completed on time.

### **3. Consultation**

#### Internal

- 3.1 The Head of Legal and Governance have been consulted in the preparation of this report.

### **2. BACKGROUND PAPERS**

No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

### **3. APPENDICES**

Appendix 1 – Internal Audit Engagement Opinions: Setting Common Definitions

Internal Audit Engagement Opinions:

# setting common definitions



## **About CIPFA**

CIPFA, the Chartered Institute of Public Finance and Accountancy, is the professional body for people in public finance. Our members and trainees work throughout the public services, in national audit agencies, in major accountancy firms, and in other bodies where public money needs to be effectively and efficiently managed.

# \ introduction

It is current practice in public sector internal audit teams to provide a summary opinion as part of the final report on internal audit engagements. Currently there is no standard definition or terminology for engagement opinions and it is for each head of internal audit to determine an appropriate methodology.

As organisations in the public sector increasingly work collaboratively with other public bodies, senior managers and audit committee members can find themselves receiving reports from more than one set of internal auditors. There have been questions or challenges to auditors about the consistency of use of their opinions because different terminology was being used. CIPFA's Internal Audit Special Interest Group reviewed existing practices and considered the case for a common approach.

This briefing examines the case for standardising the terminology and definitions used in engagement opinions and recommends a set of opinions and supporting definitions for internal audit teams to use. It focuses on engagement opinions not the annual opinion of the head of internal audit.

# \ background

The professional practice of internal audit within public sector bodies across the UK was consolidated into a single set of overall standards, the Public Sector Internal Audit Standards (PSIAS) in April 2013. PSIAS has been successful in ensuring consistency and has assisted in the training of internal audit staff and in supporting their movement across different parts of the sector, eg moving from health to local government.

Whilst the standards are now consistent across the public sector, there is no common practice, and little guidance available, regarding how best to report the overall results of internal audit work at the end of each engagement.

PSIAS defines an “*Engagement Opinion*” as:

*“The rating, conclusion and/or other description of results of an individual internal audit engagement, relating to those aspects within the objectives and scope of the engagement.”*

PSIAS standard 2410 requires audit reports to include the engagement’s objectives, scope and results. Standard 2410.A1 specifies the following where opinions are used:

*“Final communication of engagement results must include applicable conclusions, as well as applicable recommendations and/or action plans. Where appropriate, the internal auditors’ opinion should be provided. An opinion must take into account the expectations of senior management, the board and other stakeholders and must be supported by sufficient, reliable, relevant and useful information.*

#### **Interpretation:**

*Opinions at the engagement level may be ratings, conclusions or other descriptions of the results. Such an engagement may be in relation to controls around a specific process, risk or business unit. The formulation of such opinions requires consideration of the engagement results and their significance.”*

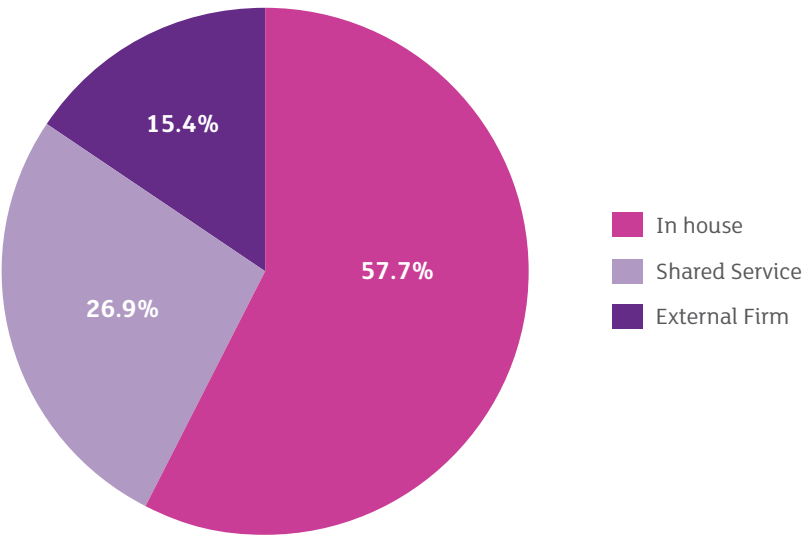
Beyond standard 2410.A1 however, PSIAS gives no guidance around how best to articulate or rate audit opinions. The briefing Delivering Internal Audit Findings, IIA (UK), in 2018 provided some examples of engagement opinions used by internal audit teams and CIPFA is aware that many internal audit teams have shared practice between themselves in this area previously.

## Analysis of engagement opinions

CIPFA’s special interest group identified a range of current reporting practice and opinions in use by different internal audit providers across the UK public sector. The exercise included 52 organisations across the public sector including small in-house internal audit teams, large shared services, external commercial audit firms and specialist assurance providers. The results were analysed alongside a review of professional and regulatory practice and standards.

The 52 providers included all the main types of internal audit provider (see Figure 1) and encompassed internal audit provision to all parts of the public sector. Whilst the number of external firms comprised the smallest group (eight organisations), these firms are responsible for delivering internal audit services to hundreds of public bodies.

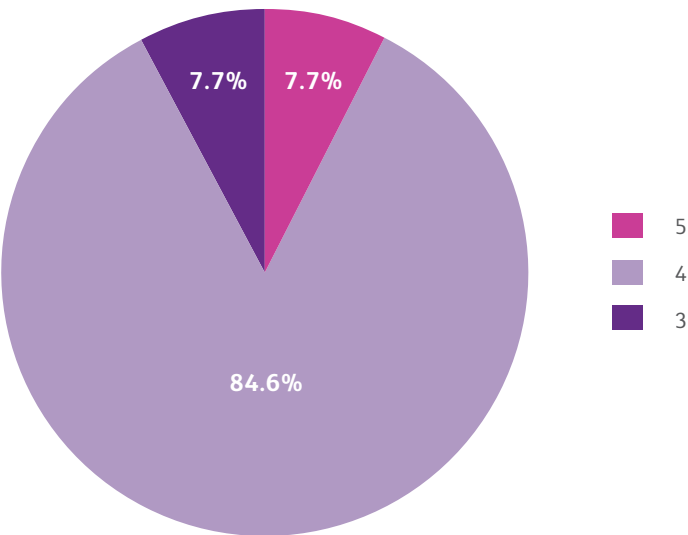
Figure 1: Type of Internal Audit Provider



Opinion levels in practice

Whilst having an engagement level opinion is not mandated by PSIAS, all of the internal audit providers in the sample chose to provide some form of rating or overall opinion. By far the most common practice was four possible levels of opinion on the engagement see figure 2. The opinion levels in use the organisations are summarised in Annex A.

Figure 2: Number of Opinion Levels



A four-level opinion rating was in use by 44 of the internal audit providers. When looking at the type of internal audit provision, the lowest proportion of four-level opinions in use was by in-house teams (83%). The only type of provider to use a three-level opinion was in-house services (four of the 30

in-house teams). All other internal audit providers used four-level opinion ratings, with the exception of one of the eight commercial audit firms, one of the 30 in house teams and two of the 14 shared service providers, who use five-level ratings.

### Opinion descriptions in practice

The survey results identify a wide range of language and terminology currently in use by different internal audit providers reporting across the public sector. The results also identify clear 'common' practice however, with the following four-level opinion ratings being far more widespread than any others:

- Substantial
- Reasonable
- Limited
- No or None

The 'pros and cons' of different levels of opinion

Advantages and disadvantages can be put forward for using each of the three, four or five-level opinion ratings. The main arguments can be summarised as follows:

- A five-level rating allows for greater differentiation than fewer levels, and can help audit committees and management to better understand the level of assurance being given.
- A four-level rating forces the auditor to give an opinion 'one side of the line' and explicitly above or below average (positive or negative); this helps organisations to understand if the area is doing 'well' or 'badly'.
- The 'middle' option available within three or five-level ratings creates the risk of becoming (or being seen to be) an easy or default choice. This creates a risk that the middle opinion might be given on occasions simply to avoid a difficult discussion.
- A rating system without a middle rating ignores the normal standard distribution ('bell curve') of how well managed most services are. In reality there are inevitably many audits undertaken on areas which turn out to be 'average', with maybe a few examples of good practice but also with a few weaker areas. Having no middle option creates the need to describe such results either positively or negatively, with the assigning of such opinions inevitably giving rise to some of the most prolonged debate; there is a risk that this can lead to discussions about audit terminology, rather than the substance of the audit report.
- The main external regulators responsible for rating most public services all make use of a four-scale system. There may be an advantage of consistency if internal audit also use a four-scale rating.



# the case for standardising opinions across internal audit in the public sector

There are a number of clear advantages to introducing common practice for reporting opinions on internal audit engagements. These include:

- The use of a standard opinion and underlying definition would increase confidence amongst audit committee members and managers that the engagement opinion issued is consistently applied.
- It would assist the sharing, comparability and understanding of assurances across public bodies. This would be of benefit to audit committees, managers and also other auditors (both internal and external).
- It would support audit committee members and senior managers in their understanding of audit reports. In particular those who sit on more than one public sector audit committee, or who receive reports from different auditors in relation to partnerships and joint ventures would find the consistency of benefit.
- It would support the training of internal audit staff, helping to drive up the quality and consistency of audit opinions, and facilitate staff moving across different internal audit teams.
- It would reduce disruption when changing internal audit provider. If the new provider applies a different approach to assurance ratings it results in audit committee members and managers having to learn and understand different terminology.

The principal arguments against adopting standard opinion levels are that this might constrain innovation in the profession, or may not suit the particular needs of an organisation or its audit team.

Overall CIPFA considers that the advantages outweigh the disadvantages.

## Establishing robust definitions to support the opinion

To be meaningful an engagement opinion should be understandable to the user and consistently applied. The underlying definition of the opinion is therefore critical. Further analysis was therefore undertaken to review the definitions in use across the sector.

The detailed assurance definitions for each of the four most common gradings were identified, comparing terminology used in the reporting practice of 33 different internal audit providers. These included large and small in-house teams, shared services and large specialist firms responsible for servicing clients across all parts of the public sector.

There is a wide variety of different definitions and language currently in use by different internal auditors to define the same headline level of assurance. As there is no standard terminology, practitioners have developed their own definitions over time.

If the work of internal audit is undertaken in compliance with PSIAS then it would seem most appropriate for internal audit opinions to directly relate back to the PSIAS defined scope of internal

audit. The work of internal audit is defined in PSIAS as being to: “evaluate and improve the effectiveness of risk management, control and governance processes.” (Definition of Internal Auditing, PSIAS 2017) This should be reflected in the definitions of the engagement opinions. A number of organisations were found to have adopted this approach in their definitions already.

## Recommended definitions for engagement opinions

Based on analysis of this existing practice, and taking into account the PSIAS definition of internal audit, standard definitions for internal audit assurance over an engagement, are proposed to be:

### ■ Substantial Assurance

- “A sound system of governance, risk management and control exists, with internal controls operating effectively and being consistently applied to support the achievement of objectives in the area audited.”

### ■ Reasonable Assurance

- “There is a generally sound system of governance, risk management and control in place. Some issues, non-compliance or scope for improvement were identified which may put at risk the achievement of objectives in the area audited.”

### ■ Limited Assurance

- “Significant gaps, weaknesses or non-compliance were identified. Improvement is required to the system of governance, risk management and control to effectively manage risks to the achievement of objectives in the area audited.”

### ■ No Assurance

- “Immediate action is required to address fundamental gaps, weaknesses or non-compliance identified. The system of governance, risk management and control is inadequate to effectively manage risks to the achievement of objectives in the area audited.”

In applying the most appropriate level of opinion the internal auditor will use their professional judgement, based on the results of the audit, consideration of risk and consequences of areas of weakness for the organisation.

# \ recommendations

Heads of internal audit working in or for public sector organisations are recommended to adopt the standard definitions for their engagement opinions. CIPFA and its Internal Audit Special Interest Group consider that the advantages of doing so outweigh any disadvantages.

In introducing the change there will need to be explanation to users of engagement reports and members of the internal audit team and this should be planned effectively. For example it may be easier to make the change at the start of the financial year so that all engagement opinions for the year are reported on a consistent basis.

The use of the standardised definitions is recommended but is not mandated. If the head of internal audit or their clients do not consider that it is appropriate to adopt them then there is no obligation to do so. CIPFA would however encourage heads of internal audit to discuss this with their audit committees.

CIPFA would recommend that they disclose the basis for not adopting the ratings in their annual report as this is the place where the overall engagement opinions for the year are generally reported.

## Feedback

CIPFA would welcome feedback on the use of definitions from both internal auditors and users of audit reports. We will keep this area under review and consider whether any issues or innovations in the practice of internal audit require a future change to the recommended definitions.

Please send any comments to [diana.melville@cipfa.org](mailto:diana.melville@cipfa.org).

## Acknowledgements

CIPFA would like to thank members of the Internal Audit Special interest Group for their work on developing this briefing. In particular Michael Townsend who conducted the research and analysis.

# detailed survey results

		Number of internal audit providers using the rating/descriptor			
	Rating/descriptor used	Total	4 Levels	5 levels	3 levels
<b>Top rating:</b>	Substantial	21	19		2
	High	11	7	3	1
	Good	6	6		
	Full	3	2	1	
	Significant	2	2		
	Effective	2	2		
	Green	2	1		1
	Strong	1	1		
	1	1	1		
	Low risk (green)	1	1		
	Assurance	1	1		
	Satisfactory	1	1		
	<b>Total</b>	<b>52</b>	<b>44</b>	<b>4</b>	<b>4</b>
<b>Bottom rating:</b>	No/None	26	22	4	
	Limited	7	5		2
	Unsatisfactory	4	4		
	Minimal	2	2		
	Poor	2	2		
	Low	2	1		1
	Red	2	1		1
	Fundamental weakness	1	1		
	Unsound	1	1		
	Unacceptable	1	1		
	Inadequate	1	1		

		Number of internal audit providers using the rating/descriptor			
	Rating/descriptor used	Total	4 Levels	5 levels	3 levels
	Little	1	1		
	4	1	1		
	Critical risk (red)	1	1		
	<b>Total</b>	<b>52</b>	<b>44</b>	<b>4</b>	<b>4</b>
<b>Above middle ratings:</b>	Reasonable	16	16		
	Satisfactory	7	7		
	Substantial	7	3	4	
	Moderate	3	3		
	Adequate	2	2		
	Medium	2	2		
	Effective with opportunity to improve	2	2		
	Significant with some/minor improvements	2	2		
	Qualified	1	1		
	Considerable	1	1		
	Good	1	1		
	Sound	1	1		
	2	1	1		
	Partial	1	1		
	Amber	1	1		
	<b>Total</b>	<b>48</b>	<b>44</b>	<b>4</b>	<b>0</b>
<b>Middle Ratings (3 or 5 levels):</b>	Moderate	3		2	1
	Reasonable	1		1	
	Adequate	1		1	
	Acceptable	1			1
	Satisfactory	1			1
	Amber	1			1
	<b>Total</b>	<b>8</b>	<b>0</b>	<b>4</b>	<b>4</b>

		Number of internal audit providers using the rating/descriptor			
	Rating/descriptor used	Total	4 Levels	5 levels	3 levels
<b>Below middle ratings:</b>	Limited	28	24	4	
	Partial	5	5		
	In need of improvement/ improvement required	3	3		
	Reasonable	2	2		
	Moderate	2	2		
	Low	1	1		
	Some	1	1		
	High risk (orange)	1	1		
	Insufficient	1	1		
	Weak	1	1		
	Unsatisfactory	1	1		
	3	1	1		
	Red/Amber	1	1		
	<b>Total</b>	<b>48</b>	<b>44</b>	<b>4</b>	<b>0</b>



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# PERTH AND KINROSS COUNCIL

## Audit Committee

16 September 2020

### THE NATIONAL FRAUD INITIATIVE 2018/19

#### Report by the Chief Internal Auditor (Report No. 20/168)

#### PURPOSE OF REPORT

This report presents the reported findings of the 2018/19 National Fraud Initiative exercise.

#### 1. BACKGROUND / MAIN ISSUES

- 1.1 The National Fraud Initiative (NFI) constitutes a sophisticated data matching exercise matching electronic data within and between participating public bodies to assist in the prevention and detection of fraud. The Cabinet Office is responsible for the administration of the NFI in the UK. The NFI exercise in Scotland is Audit Scotland's data matching exercise that runs every two years in line with the published timetable. The Cabinet Office processes the data for the NFI in Scotland on behalf of Audit Scotland. The 2018/19 exercise represents the seventh NFI data matching to be undertaken in Scotland.
- 1.2 The overall aims of the NFI are to serve the public interest by safeguarding public money against losses from fraud or misappropriation and to contribute towards the fight against fraud. It improves the use made of public resources by identifying anomalies in the data held by different authorities and by ensuring that these are highlighted for further investigation. Whilst it is designed to detect fraud, it may also identify instances of administration error or inaccurate data.
- 1.3 The NFI exercise helps participating bodies (such as Local Authorities, Police Scotland, Scottish Fire and Rescue and the other public sector bodies) to identify possible cases of fraud and detect and correct any consequential under or overpayments. The NFI also helps Auditors in assessing the Council's arrangements for preventing, deterring and detecting fraud.
- 1.4 There are broadly three stages in the NFI process:
  1. the submission of the required datasets by public authorities and other organisations;
  2. the processing of the data (data matching) in order to identify anomalies; and
  3. the investigation of the highlighted and reported anomalies.
- 1.5 The Council is responsible for stages 1 and 3; processing of the data (stage 2) is carried out under arrangements put in place by the Cabinet Office.

Reports on the Council's involvement and responsibilities have previously been presented to the Audit Committee. More recently, a progress report was presented to Audit Committee in February 2020 ([Report 20/41](#) refers) which highlights the outcomes for Perth and Kinross for the 2018/19 exercise.

## 2. 2018/19 NATIONAL REPORT

- 2.1 The "outcomes" arising directly from the 2018/19 investigations, as reported in Audit Scotland's National Fraud Initiative in Scotland Report of July 2020, are £15.3 million. This represents a reduction in the value of overall outcomes from the exercise of £2.4m compared with the previous exercise, which the report recognises may be due to less fraud and error in the system, strong internal controls or less effective detection of fraud and error. The Audit Scotland report is attached as Appendix A to this report.
- 2.2 The proportion of the outcomes attributable to Perth and Kinross Council is £6,625.67, as reported previously to Audit Committee ([report 20/41](#)). This relates solely to Benefits outcomes. Action is taking place, where possible, to ensure that the Benefits outcomes are recovered or reported to the DWP for appropriate action.
- 2.3 The benefit of the exercise is that it provides assurance that the systems of internal control in operation within Perth & Kinross are predominantly effective in terms of deterring and detecting fraud and error.
- 2.4 A report outlining the preparations for the 2020/21 NFI exercise will be presented to the Audit Committee in due course.

## 3. CONCLUSION AND RECOMMENDATION

- 3.1 This report outlines the reported findings from the 2018/19 National Fraud Initiative exercise.
- 3.2 It is recommended that, in order for Councillors to be fully informed of the activity of officers with regard to the National Fraud Initiative, the Audit Committee notes the outcomes as reported within the National Audit Scotland report of the National Fraud Initiative 2018/19.

### Author

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Council Text Phone Number 01738 442573

## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

<b>Strategic Implications</b>	<b>Yes / None</b>
Community Plan / Single Outcome Agreement	None
Strategic Plan	Yes
<b>Resource Implications</b>	
Financial	None
Workforce	None
Asset Management (land, property, IST)	None
<b>Assessments</b>	
Equality Impact Assessment	Yes
Strategic Environmental Assessment	None
Sustainability (community, economic, environmental)	None
Legal and Governance	None
Risk	Yes
<b>Consultation</b>	
Internal	Yes
External	None
<b>Communication</b>	
Communications Plan	None

### 1. Strategic Implications

#### Corporate Plan

- 1.1 The Council's Corporate Plan 2018 – 2022 lays out five outcome focussed strategic objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. They are as follows:

- (i) Giving every child the best start in life;
- (ii) Developing educated, responsible and informed citizens;
- (iii) Promoting a prosperous, inclusive and sustainable economy;
- (iv) Supporting people to lead independent, healthy and active lives; and
- (v) Creating a safe and sustainable place for future generations.

- 1.2 This report relates to all of these objectives.

### 2. Assessments

#### Equality Impact Assessment

- 2.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.

- 2.2 The information contained within this report has been considered under the Corporate Equalities Impact Assessment process (EqIA) and has been assessed as **not relevant** for the purposes of EqIA.

#### Risk

- 2.3 The risks are associated with the level of assurance provided on the control environment in the event that Internal Audit's planned work is not completed on time.

### **3. Consultation**

#### Internal

- 3.1 The Chief Executive, Head of Legal Services and Head of Finance have been consulted in the preparation of this report.

### **2. BACKGROUND PAPERS**

No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

### **3. APPENDICES**

Appendix 1 – Audit Scotland's Report: The National Fraud Initiative in Scotland

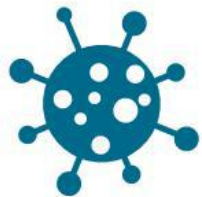
# National Fraud Initiative 2018/19

Appendix 1



Prepared by Audit Scotland  
July 2020

# Covid-19 raises risk of public-sector fraud



## 1. Covid-19

The Covid-19 pandemic has brought significant challenges across the public sector as bodies seek to deliver services for individuals, communities and businesses in an extremely difficult time. Since the start of the pandemic, the risk of fraud and error has increased as organisations become stretched and controls and governance are changing.



## 2. Outcomes

Since we last reported on the National Fraud Initiative (NFI) in Scotland in June 2018, outcomes valued at £15.3 million have been recorded. The cumulative outcomes from the NFI in Scotland since the first exercise 2006/07 are now £143.6 million. Across the UK, the cumulative total of NFI outcomes are now £1.93 billion.



## 3. Results

NFI outcomes in Scotland have fallen by £2.4 million to £15.3 million in the 2018/19 exercise, despite an increase in participating bodies. Reduced levels of outcomes could be due to less fraud and error in the system, strong internal controls or less effective detection of fraud and error.



## 4. Process

Most organisations demonstrate a strong commitment to counter-fraud and the NFI. Some could act more promptly and ensure that sufficient staff are in place to investigate matches, prevent frauds and correct errors.

# Recommendations

## 1. Covid-19 risks


All participants should be aware of emerging fraud risks, eg due to Covid-19, and take appropriate preventative and detective action.

## 2. Maximise the benefits

All participants in the NFI exercise should ensure that they maximise the benefits of their participation.

They should consider whether it is possible to work more efficiently on the NFI matches by reviewing the guidance section within the NFI secure web application.

## 3. Self-appraisal checklist

Audit committees, or equivalent, and staff leading the NFI should review the [NFI self-appraisal checklist](#) .

This will ensure they are fully informed of their organisation's planning and progress in the 2020/21 NFI exercise.

## 4. Take action

Where local auditors have identified specific areas for improvement, participants should act on these as soon as possible.



# 1. Fraud risks associated with Covid-19

The Covid-19 pandemic has brought significant challenges across the public sector as bodies seek to continue to deliver services for individuals, communities and businesses in an extremely difficult time. This includes additional fraud risks that will be important for public bodies to identify and manage.

Good governance and sound controls are essential in such crisis situations. The risks include, but are not limited to:



public-sector staff working remotely



an increase in cyber-crime as more public-sector staff connect remotely



public-sector staff working under extreme pressure



an increase in phishing emails and scams trying to get staff working under pressure to click on links which allow fraudsters access to public-sector systems



government stimulus packages to support individuals and businesses being provided quickly with a lower level of scrutiny and due diligence than has previously been in place for similar schemes.



## 2. National Fraud Initiative outcomes

The NFI is a counter-fraud exercise across the UK public sector which aims to prevent and detect fraud. The NFI uses data sharing and matching to help confirm that services and payments are provided to the correct people. An NFI outcome describes the overall amounts for fraud, overpayments and error that are detected by the NFI exercise and an estimate of future losses that it prevents.

### NFI outcomes



**£15.3 million**  
NFI outcomes in Scotland  
from the 2018/19 exercise

These are split between outcomes for the 2018/19 exercise (£13.5 million) and late outcomes from the 2016/17 exercise (£1.8 million)



**£143.6 million**  
NFI outcomes cumulatively in  
Scotland since 2006/07



**UK NFI outcomes**

**£244.7 million**

from the 2018/19 exercise

**£1.93 billion**

cumulatively since 2006/07

The background of the NFI is contained in [Appendix 1](#).

### Trends in outcomes between 2016/17 and 2018/19 exercises



Outcomes in Scotland  
have fallen by £2.4 million  
to £15.3 million



Number of matches  
generated has fallen  
by 76,562 to 580,393



Number of participating  
bodies has increased  
by 11 to 124

The decrease in outcomes is partly down to immigration data not being included in the 2018/19 exercise due to restrictions placed on it by the Home Office following the recent review into the treatment of the Windrush generation. Following the review, the Home Office decided to temporarily suspend sharing immigration data until it had considered the findings of the review and reflected those findings in its policies and procedures. Reduced levels of outcomes and matches could be due to less fraud and error in the system, strong internal controls or less effective detection of fraud and error.

Having fewer matches provides some assurance there do not appear to be significant problems in the areas covered by the exercise. However, participants still benefit from the deterrent effect the NFI creates.

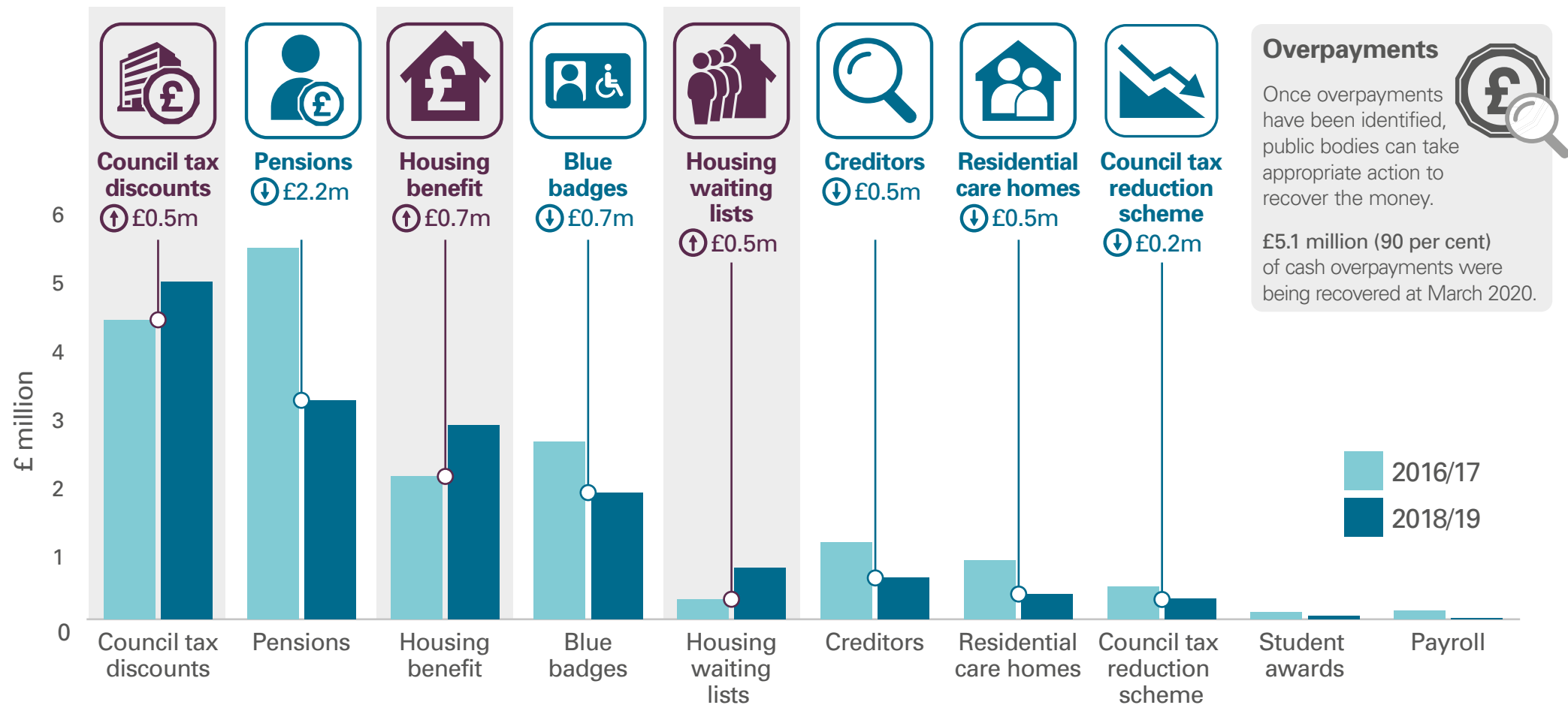
Although the main purpose of the NFI is to ensure funds and services are provided to the correct people, the review of NFI matches may also identify that a customer is entitled to additional services or payments.

Details of the Scottish NFI participants are on our [FraudHub](#)

# 3. Results

## How the latest outcomes compare to the last exercise

The areas with significant changes are:





## Council tax discounts

People living on their own, or with no countable adults in the household, are eligible for a 25 per cent single person discount (SPD) on their annual council tax bill.

**£4.9 million**

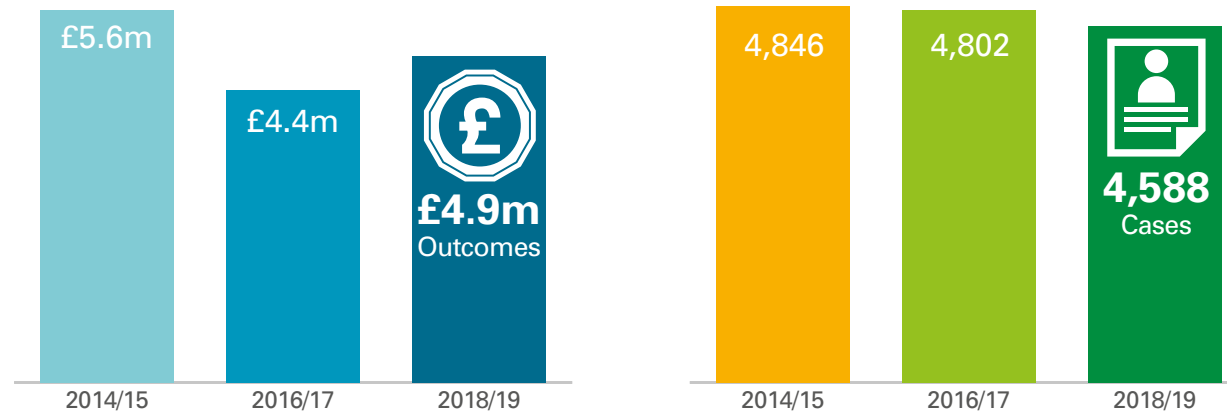
Total outcomes  
in 2018/19 exercise

**£1,072**

Average outcome

**4,588**

Cases



The 2018/19 NFI exercise found that the total council tax discount incorrectly awarded across Scottish councils totalled £4.9 million. This is an average outcome of £1,072 for each case compared with £916 per case in the 2016/17 NFI.

Five councils used alternative data matching or verification for SPD data matching during 2018/19.

### Case study

#### East Dunbartonshire Council



An NFI match between a council tax reduction claimant and a pension recipient identified that a second undeclared adult was residing with the council tax reduction claimant.

Investigations identified that the pension recipient had been staying in, and jointly owned, the property since 1983. The pension recipient moved out of the property in 2013 and later returned in 2018.

As a result a council tax reduction overpayment of £2,200 plus a council tax SPD outcome of £9,800 were identified.

#### Council tax data is matched to:



Electoral register



# Pensions

For the Scottish Public Pensions Agency (SPPA) and councils that administer pensions, the NFI is an efficient and effective way of checking that they are only paying pensions to people who are alive.

## £3.2 million

Total outcomes  
in 2018/19 exercise

## £2.2 million

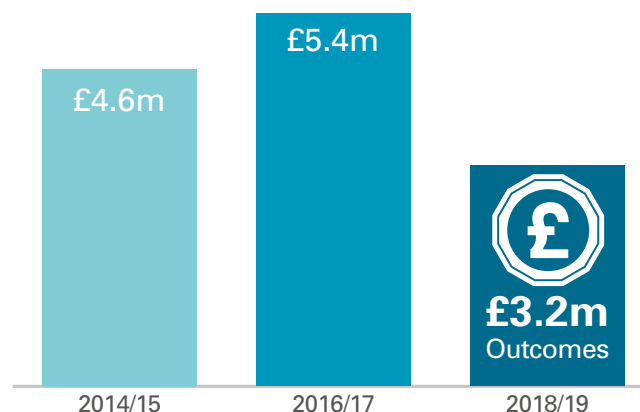
Reduction on the  
2016/17 NFI exercise

## £32,600

Average outcome  
for each case

Pension outcomes have fallen due to the 'tell us once' reporting process having become more embedded over the last two years, and SPPA carrying out 6-monthly mortality screening.

Pension outcomes across the UK have fallen by 59 per cent from £143.7 million in 2016/17, to £59.1 million in 2018/19.



Note: Due to a formula error in the NFI computer system, pension outcomes in the 2016/17 exercise were overstated by £0.9 million. The figure has been adjusted accordingly.

## Case study

### Dundee City Council



An NFI match indicated that a pensioner had died. Investigations revealed that the pensioner had been living in Canada and had died in 2016.

A pension of just under £22,000 had been paid since the date of death. It was also established that the pensioner's widow has also since died. The overpaid pension has been partially offset against the widow's pension.

## Pension data is matched to:



Deceased  
person



Payroll



Housing  
benefits



Injury  
benefits



Amberhill  
data

Amberhill is a system used by the Metropolitan Police to authenticate documents presented for identity.

## Tell us once



'Tell us once' is a service that lets you report a death to most government organisations when registering the death.



# Housing benefit

The NFI provides councils and the Department for Work and Pensions (DWP) with the opportunity to identify a wide range of benefit frauds and errors. Housing benefit helps people on low incomes pay their rent.

## £2.8 million

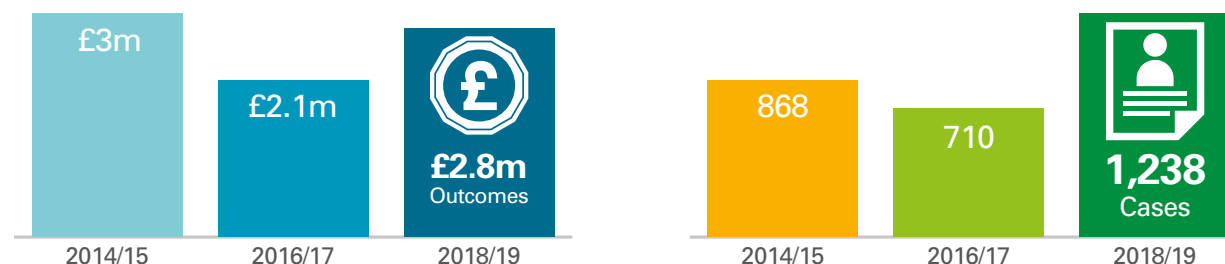
Total outcomes  
in 2018/19 exercise

## £2,292

Average individual  
value of overpayments

## 1,238

Cases



The value and number of housing benefit cases recorded with overpayments has risen from £2.1 million from 710 cases in the 2016/17 NFI, to £2.8 million from 1,238 cases in the 2018/19 NFI.

Although the number of benefit cases has risen, along with an increase in outcomes, the average individual value of overpayments has fallen from £2,923 in the 2016/17 NFI exercise to £2,292 in 2018/19.

One possible reason for the decline in the average value of individual overpayments of the 2018/19 outcomes is that the DWP and councils are now using real-time information (RTI) payroll and pension information, to help ensure any overpayments are picked up more quickly.

## Case study

### Renfrewshire Council



An NFI match resulted in a joint investigation by the council and the Department for Work and Pensions. This investigation identified that a benefit claimant had failed to declare their occupational pension since 2013, their earnings while working as a 'bank staff' employee and all of their bank accounts.

The undeclared occupational pension and earnings resulted in a housing benefit overpayment of £6,682.35 and a council tax reduction adjustment of £1,633.91.

The council has reported the matter to the Procurator Fiscal, for consideration of proceedings.

## Housing benefit data is matched to:



Student loans



Payroll



Pensions



Housing  
benefits



Housing  
tenants



Right to buy  
(in England)



Licences



Deceased  
person



Amberhill  
data



## Blue badges

The blue badge parking scheme allows people with mobility problems to park for free at on-street parking meters, in 'pay and display' bays, in designated blue badge spaces, and on single or double yellow lines in certain circumstances.

**£1.8 million**

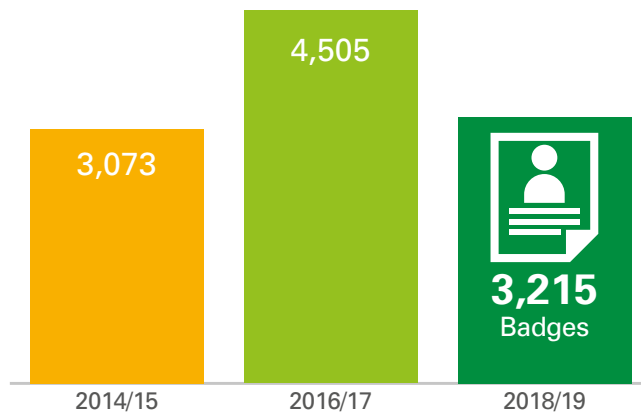
Total outcomes  
in 2018/19 exercise

**3,215**

Total number of blue  
badge outcomes in  
2018/19 exercise

**1,290**

Decrease from NFI  
2016/17 exercise



The 2018/19 NFI exercise identified 3,215 blue badge outcomes, which is a decrease of 1,290 (40 per cent) since the last exercise.

Badges are sometimes used or renewed improperly by people after the badge holder has died. It is an offence for an unauthorised person to use a blue badge.

### Blue badge data is matched to:



Deceased  
person



Amberhill  
data



# Housing waiting lists

The aim of the NFI using housing waiting list data is to identify possible cases of waiting list fraud. This happens when an individual has registered on the waiting list but there are possible undisclosed changes in circumstances or false information has been provided. This was a new data set for the 2016/17 NFI exercise. Social housing provides affordable accommodation, allocated according to need. It usually provides a more secure, long-term tenancy when compared to private renting.

**£0.7 million**

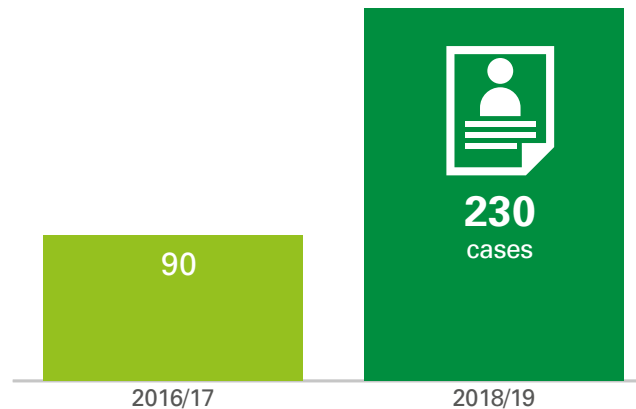
Total outcomes in 2018/19 exercise

**230**


Cases


Councils identified 230 cases where applicants were removed from waiting lists. Stirling Council identified 185 (80 per cent) of these cases.


The estimated value of these cases is £0.7 million. This is based on a calculation of the annual estimated cost of housing a family in temporary accommodation and the likelihood a waiting list applicant would be provided a property.




## Housing waiting list data is matched to:


 Waiting list

 Housing benefit

 Housing tenants

 Right to buy  
(in England)

 Deceased  
persons

 Amberhill data



# Creditors

The NFI provides an efficient way to check for duplicate payments and that payments are only made to appropriate creditors. A creditor is a person or an organisation that a public body pays money to for a good or service.

## £0.6 million

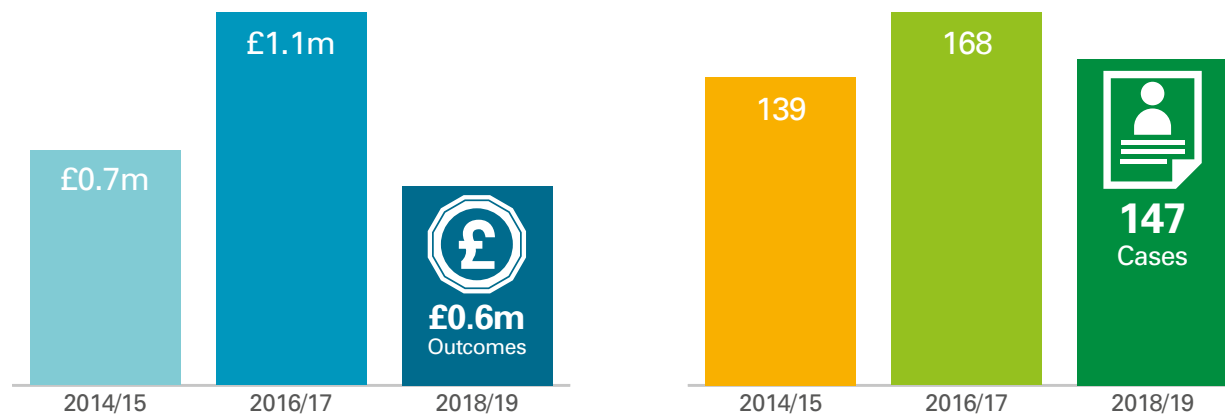
Total outcomes  
in 2018/19 exercise

## 100%

Recovery action  
is taking place

## 147

Cases



The 2018/19 NFI exercise has resulted in 147 creditor outcomes of £0.6 million compared to 168 outcomes worth £1.1 million in 2016/17. Recovery action is taking place for 100% of these overpayments.

### Creditor data is matched to:



Creditor data



Payroll





## Payments to residential care homes

The NFI identifies cases where a care home resident has died, but the council may not have been notified and so continue to make payments.

### £0.4 million

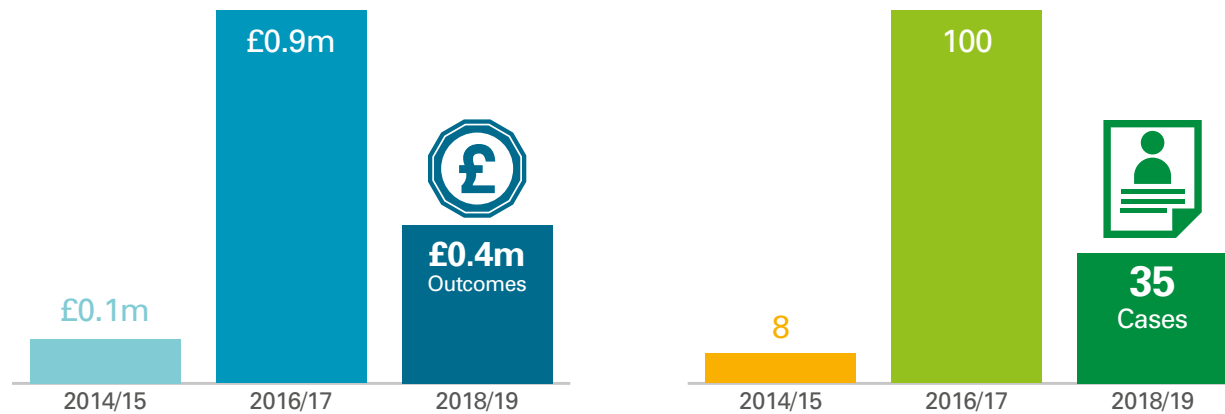
Total outcomes  
in 2018/19 exercise

### 71%

Overpayments are being  
recovered

### 35

Cases



Councils have identified 35 cases of overpayments valued at £0.4 million to care providers for residents who have died.

71 per cent of these overpayments are being recovered.

Despite the number of overpayments having fallen since 2016/17, the average value of overpayment has risen from £8,651 to £10,500.

### Residential care home data is matched to:



Deceased persons



Amberhill data



# Council tax reduction

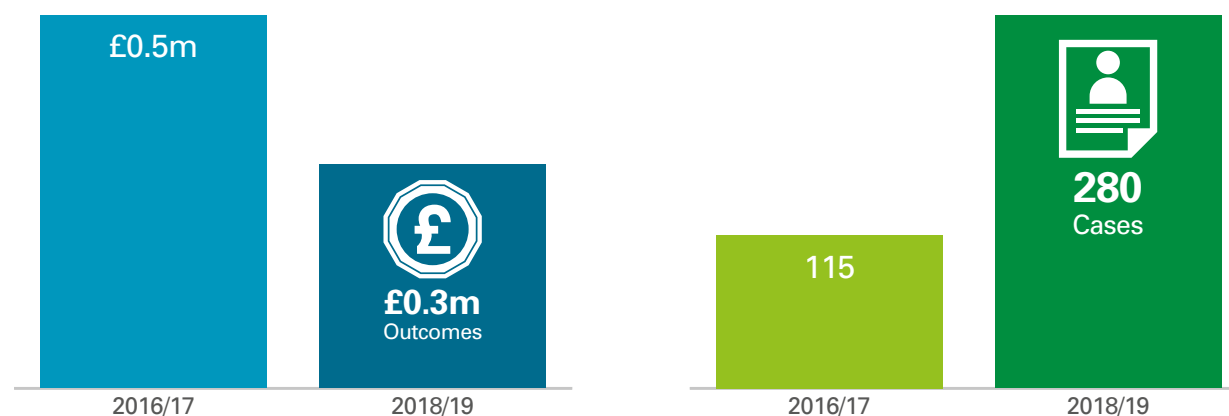
Council tax reduction helps those on low incomes to pay their council tax bills. The NFI provides councils with the opportunity to identify a range of council tax reduction frauds and errors.

## £0.3 million

Total outcomes in 2018/19 exercise

## 280

Cases



The 2016/17 NFI was the first time council tax reduction data sets were included within the NFI.

Outcomes of £0.3 million were identified in the 2018/19 NFI, a fall of £0.2 million from the £0.5 million reported in 2016/17.

Councils have identified more than double the number of cases in 2018/19 but each with a smaller value, suggesting fraud and error is being picked up more quickly.

### Council tax reduction data is matched to:



Council tax reduction



Payroll



Pensions payroll



Housing benefits



Housing tenants



Right to buy (in England)



Licences



Deceased persons



Amberhill data



## Other data matches

### Payroll

**£20,000**

Total outcomes in  
2018/19 exercise

**8**

Cases

The NFI also matches all participating bodies' employee payroll data as well as those of MSPs and councillors in order to identify cases of potential payroll fraud. The 2018/19 NFI identified eight cases valued at £20,000 compared to 13 cases valued at £0.1 million in the 2016/17 exercise.

### Student awards

**£50,000**

Total outcomes in  
2018/19 exercise

**2**

Case

The NFI provides the Student Awards Agency Scotland (SAAS) with matches identifying cases where individuals may not be eligible for student funding, for example, through identity fraud. The 2018/19 NFI exercise only identified two outcomes, a reduction of 3 from the 2016/17 exercise.

Past NFI exercises have identified larger outcomes in both payroll and student awards. This is partly due to immigration data not being included in the 2018/19 exercise.

### Case study

#### Student Award Agency Scotland (SAAS)



An individual applied for student funding with a counterfeit Slovakian identity card. The applicant was awarded a tuition fee loan of £5,500.

The applicant was arrested, and facial recognition software identified a second false identity that had also been used by this individual.

The applicant made a full admission and is currently being detained in prison. It is expected that they will be deported from the UK following completion of their 12 month prison sentence.

## 4. Process

### Matches benefiting other public bodies

One key benefit of a UK-wide data matching exercise is that it enables matches to be made between bodies and across national borders. Data provided by Scottish participants for the 2018/19 NFI exercise helped other public bodies, both within and outwith Scotland, to identify 884 outcomes worth £1.7 million. This is an increase of £0.6 million from 2016/17.



#### Local government

£854,760

415



#### Central government

£759,879

388



#### NHS

£120,408

75



#### Colleges

£12,672

6



#### Total

£1,747,719

884

#### 2016/17

£520,948

232

#### 2016/17

£438,206

254

#### 2016/17

£155,566

77

#### 2016/17

£7,073

5

#### 2016/17

£1,121,793

568

Most of these outcomes relate to housing benefits, housing waiting lists and council tax reductions where, for example, payroll data from a health board may allow a council to identify a housing benefit overpayment.

#### Matches

For those public bodies taking part in the NFI which may not always identify significant outcomes from their own matches, it is important to appreciate that other bodies and sectors may do so.



## Costs and benefits of participating in the NFI



£123,000+

Average outcome for each public body in Scotland for the 2018/19 NFI



£120 – £30,000

Estimated costs of NFI to public bodies



£213,750





Audit Scotland costs

Audit Scotland funds the cost of the NFI system and the biennial data matching for Scottish public-sector bodies

Participating bodies incur costs following up and investigating matches. Participating bodies also incur costs for pilot work and additional services such as the AppCheck<sup>1</sup> pre-application screening.

Many bodies do not keep separate records for NFI costs as it is just one of many counter-fraud activities they are doing. Those that did have records were able to estimate that their costs ranged from £120 to £30,000. This compares favourably with the average outcome for each public body in Scotland of over £123,000 for the 2018/19 NFI.

Overall, the £15.3 million of outcomes from the 2018/19 NFI outweigh the costs.

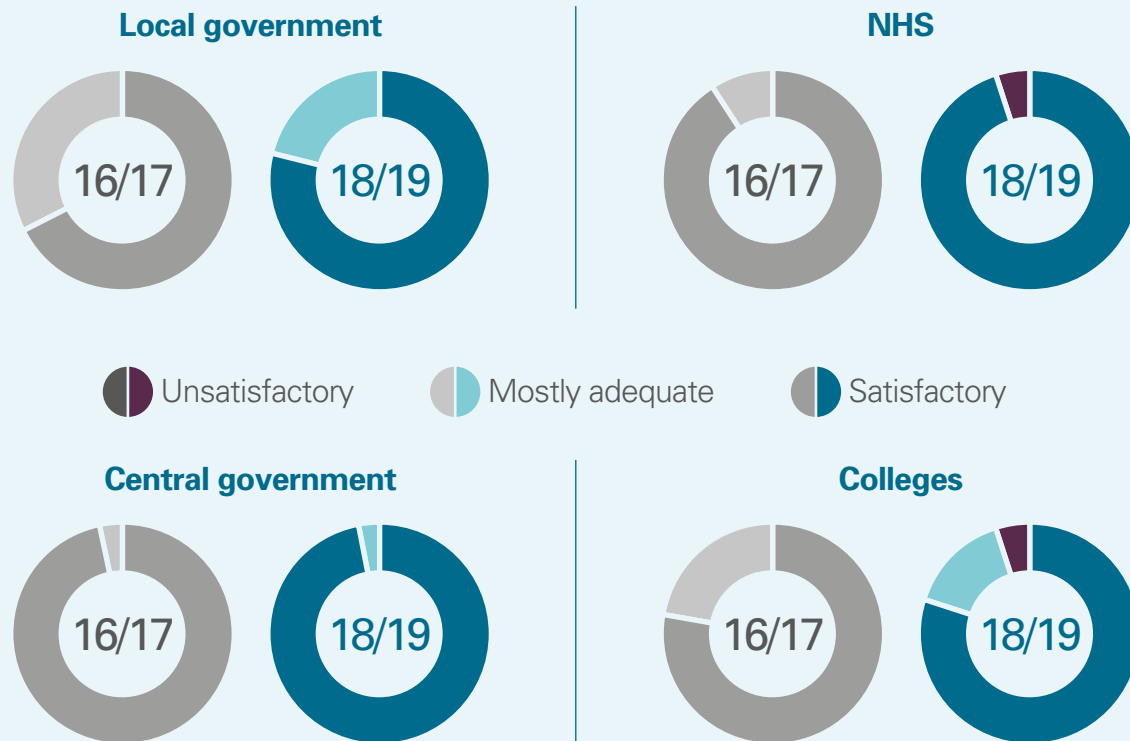
	No. of bodies reported	Cost range
 <b>Local government</b>	●●●● 4	£10,000 – £30,000
 <b>NHS</b>	●●●●●●●● 8	£120 – £6,000
 <b>Central government</b>	●●●●●●●●●● 10	£400 – £10,179
 <b>Colleges</b>	●●●●●●●● 7	£150 – £10,000

Note: 1. Appcheck is a data matching service used at point of applications for a service or benefit.

## How bodies work with the NFI


### External auditor review of NFI arrangements

A higher percentage of participating public bodies managed their roles in the 2018/19 NFI exercise satisfactorily compared to the 2016/17 NFI exercise.



Auditors reviewed each body's planning and progress with the NFI, and provided recommendations for improvement where appropriate.

Some bodies could be more pro-active in their approach to the NFI. All colleges were included in the 2018/19 exercise for the first time. Three colleges only submitted data after receiving several prompts from auditors. They cited resourcing and IT issues as the reasons. One of these colleges did not subsequently review any matches it received.

We recommend that all bodies use [our checklist](#)  to self-appraise their involvement in the NFI before and during the 2020/21 NFI exercise.

## NFI pilot activity – non-domestic rates

A **pilot** was undertaken with the Scottish Government and seven Scottish councils in order to help identify businesses inappropriately claiming Small Business Bonus Scheme (SBBS) relief. The SBBS assists small businesses in Scotland to pay their rates.

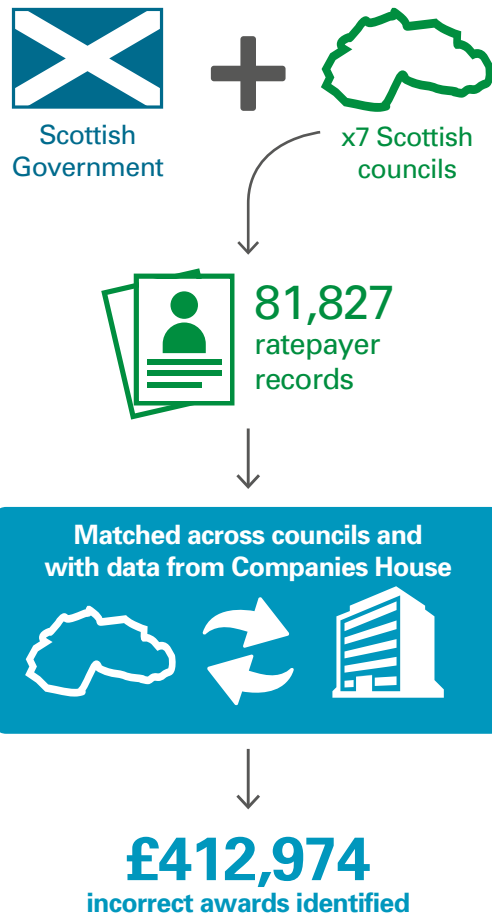
The seven participating councils provided 81,827 ratepayer records which were matched across councils and with data from Companies House in order to identify SBBS fraud. The pilot identified £412,974 in incorrect awards being identified.

If similar levels of incorrect awards were identified across all Scottish councils, the extrapolated value could be in the region of £1.9 million.

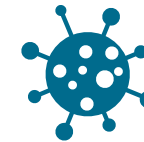
Some system weaknesses were also identified, and recommendations have been issued for improvements where appropriate.

Due to the success of this pilot, the Scottish Government is considering a national roll-out of this data matching exercise across all Scottish councils.

### Small Business Bonus Scheme fraud



## Future developments



The Covid-19 pandemic and the resulting emergency support packages have led to a greater risk of fraud.

Audit Scotland has been working with the Cabinet Office to identify, develop and promote data matching facilities to help address some of this increased fraud risk. Work will continue in this area into the 2020/21 NFI exercise.



The 2020/21 NFI is due to start in late summer 2020. Data sets have been reviewed following a period of consultation with participants.



Audit Scotland continues to work with the Cabinet Office in developing new ways to prevent and detect fraud. This includes piloting new data matching in respect of NHS patient prescription exemptions.



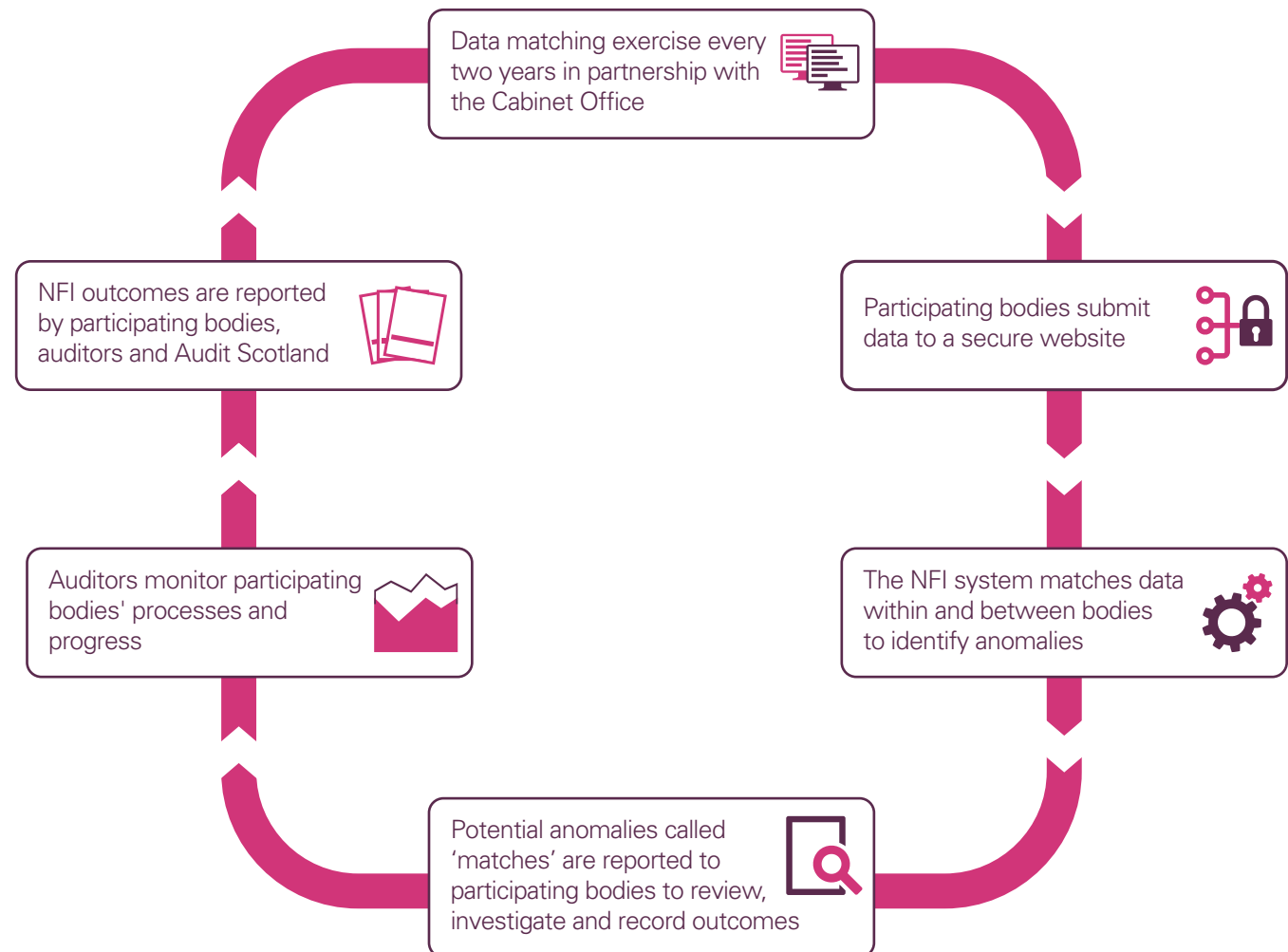
Audit Scotland continues to work with the Scottish Government in promoting and enhancing participation in the NFI across Scotland.

# Appendix 1. Background to the NFI

The NFI is a counter-fraud exercise across the UK public sector which aims to prevent and detect fraud. The Cabinet Office oversees it and Audit Scotland leads the exercise in Scotland, working with a range of Scottish public bodies and external auditors. The NFI takes place every second year.

The NFI enables public bodies to use computer data matching techniques to detect fraud and error.

We carry out the NFI process under powers in The Criminal Justice and Licensing (Scotland) Act 2010. It is important for all parties involved that this exercise is properly controlled and data handled in accordance with the law. The Audit Scotland [Code of Data Matching Practice](#)  includes a summary of the key legislation and controls governing the NFI data matching exercise.





# Appendix 2. Estimation bases

The figures used in this report for fraud, overpayments and errors include outcomes already delivered (actual amounts participants have recorded) and estimates. Estimates are included where it is reasonable to assume that incidents of fraud, overpayments and errors would have continued undetected without NFI data matching.

Details of estimate calculations used in the report are shown below.

Data match	Basis of calculation of estimated outcomes
Council tax single person discount	Annual value of the discount cancelled multiplied by two years.
Housing	£93,000 per property recovered, based on average four-year fraudulent tenancy. Includes: temporary accommodation for genuine applicants; legal costs to recover property; re-let cost; and rent foregone during the void period between tenancies.
Housing benefit	Weekly benefit reduction multiplied by 21 weeks.
Pensions	Annual pension multiplied by the number of years until the pensioner would have reached the age of 85.
Payroll	£5,000 for each employee who is dismissed or resigns as a result of NFI matching, or £10,000 for each resignation or dismissal for employees who have no right to work in the UK.
Council tax reduction scheme	Weekly change in council tax discount multiplied by 21 weeks.
Housing waiting lists	£3,240 for each case based on the annual estimated cost of housing a family in temporary accommodation and the likelihood a waiting list applicant would be provided a property.
Residential care homes	Weekly cost of residential care multiplied by 14 weeks.
Social care/personal budgets	Monthly social care payment multiplied by three months. Monthly reduction in personal budget payment multiplied by three months.
Blue badges	Number of badge holders confirmed as having died multiplied by £575 to reflect lost parking and congestion charge revenue.
Other immigration	£50,000 for someone removed from the UK.

# National Fraud Initiative 2018/19

This report is available in PDF and RTF formats,  
along with a podcast summary at:

[www.audit-scotland.gov.uk](http://www.audit-scotland.gov.uk) 

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