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MANCHESTER CITY COUNCIL

Audit Committee

Date: Tuesday, 28 July 2020
Time: 10.00 am
Venue: Virtual meeting - https://manchester.publici.tv/core/portal/webcast_interactive/485320

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Membership of the Audit Committee

Councillors - Ahmed Ali (Chair), Clay, Lanchbury, Russell, Stanton and Watson

Independent Co-opted Members – Dr S Downs and Dr D Barker

Agenda

Information about the Committee

The Committee is responsible for approving the Council's statement of accounts; considering the Audit Commission's Annual Audit and Inspection Letter and monitoring the Council's response to individual issues of concern identified in it. The Committee also considers the Council's annual review of the effectiveness of its systems of internal control and assurance over the Council's corporate governance and risk management arrangements, and engages with the external auditor and external inspection agencies to ensure that there are effective relationships between external and internal audit.

The Council is concerned to ensure that its meetings are as open as possible and confidential business is kept to the strict minimum. When confidential items are involved these are considered at the end of the meeting at which point members of the public are asked to leave.

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Smoking is not allowed in Council buildings.

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Further Information

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This agenda was issued on **Wednesday, 22 July 2020** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Lloyd Street Elevation), Manchester M60 2LA.

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Manchester City Council
Report for Resolution

Report to: Audit Committee – 28 July 2020

Subject: Annual Accounts 2019/20

Report of: Deputy Chief Executive and City Treasurer

Summary

To report the 2019/20 Annual Accounts, which have been signed by the Deputy Chief Executive and City Treasurer, to the Committee.

Recommendations

To note the unaudited 2019/20 Annual Account, signed by the Deputy Chief Executive and City Treasurer, including the narrative report.

Wards Affected: All

Contact Officers:

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to four years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

Working papers – consolidation of 2019/20 accounts files

Report of the Deputy Chief Executive and City Treasurer to Audit Committee 10 March 2020 – Accounting Concepts and Policies, Critical Accounting Judgements and Key Sources of Estimation Uncertainty

1.0 Introduction

1.1 This report sets out the process of approval for the annual accounts.

2.0 Background

2.1 The Accounts and Audit (Coronavirus) (Amendment) Regulations issued by the Ministry for Housing, Communities and Local Government set out the requirements for the production and publication of the Annual Statement of Accounts for 2019/20. These amend the 2015 regulations.

2.2 The accounts are not required to be approved by a Committee of the Council prior to their submission to the external auditors, however it is considered good practice that the Audit Committee should have the opportunity to review the unaudited accounts. The requirement for 2019/20 is that, by 31 August, the accounts are certified by the Section 151 Officer (for the Council this is the Deputy Chief Executive and City Treasurer) as providing a true and fair view of the financial position of the Council as at 31 March 2020 and its income and expenditure for the year ended 31 March 2020. In previous years this was required by 31 May. The deadline for the publication of the audited accounts has also been extended from 31 July to 30 November for the 2019/20 accounts.

2.3 The audited accounts together with the external audit report will be considered at an Audit Committee before the deadline for publication of the accounts.

3.0 Presentation of the Annual Accounts

3.1 The sections in the Annual Accounts are:

- The ***Narrative Report*** which sets out the background to the financial year including a summary of the Council's revenue and capital outturn position.

- The ***Statement of Responsibilities for the Annual Statement of Accounts*** which details the responsibilities of the Deputy Chief Executive and City Treasurer.

- The ***Comprehensive Income and Expenditure Statement (CIES)*** shows the accounting cost of the Council's activities rather than the amount to be funded from Council Tax. The analysis of the CIES is by Council Directorate rather than by the standard service classification previously required by the Service Reporting Code of Practice (SERCOP).

- The ***Movement in Reserves Statement (MIRS)*** which explains the movement in the Council's usable and unusable reserves during the year.

- The ***Balance Sheet*** which shows the total assets, liabilities and reserves of the Council at the end of the financial year (31 March).

- The ***Cash Flow Statement*** which shows the reasons for the change in cash and cash equivalents during the year.

3.2 Each statement is preceded by a note explaining its purpose and followed by notes explaining the statements.

3.3 The main statements and notes are followed by three further sections:

- The Housing Revenue Account (HRA) reports on the Council's costs of owning and maintaining properties which are let to tenants and associated income, predominantly from renting Council houses to tenants. These costs and income are also shown within the main statements.

- The Collection Fund Account reports on the collection of local taxes and their distribution to the Council and the preceptors, (Greater Manchester Combined Authority for the Police and Fire and Rescue elements).

- The Group Accounts shows the full extent of the Council's economic activities by reflecting the full extent of the Council's involvement with its material group companies and organisations. These are Destination Manchester Ltd and the Council's share of Manchester Airport Holdings Ltd (35.5%).

3.4 Each of the statements is supported by explanatory notes to the accounts.

3.5 The Annual Governance Statement, giving a summary of the Council's review of the effectiveness of its overall governance arrangements including its system of internal control, accompanies the accounts.

3.6 The presentation of the accounts is governed by the accounting policies that the Council is required to follow. There are no changes in accounting policies for 2019/20. Further information relating to accounting policies used by the Council are shown in Note 7 - Accounting Policies and Concepts. These were previously reported to the Audit Committee on 10 March.

3.7 Valuations have again been commissioned for the land and buildings assets of Manchester Airports Holdings Ltd and Destination Manchester Ltd and these have been used to produce the 2019/20 Group Accounts. The accounting policies of companies within the group are therefore on the same basis as the Council as required by the Code of Practice on Local Authority Accounting.

4.0 Effect of COVID-19 on the Annual Accounts.

4.1 The challenges associated with COVID-19 have had a significant effect on the Council's financial activities and position at the end of 2019/20 and predominantly into 2020/21. As a result additional disclosures have been included in the 2019/20 annual accounts. These include the underlying assumptions surrounding going concern, (note 7.1.1) particularly relating to the Council's group entities, and a post balance sheet event (note 58).

4.2 Additional allowance for impairment of debt, particularly in relation to council tax and business rates, has been provided in 2019/20. This has been increased based on the experience of the reductions in collection for the early months of 2020/21.

4.3 Where property, plant and equipment valuations are measured reflecting market conditions at 31 March 2020 valuers have reported that they can place less reliance on recent market evidence than in usual circumstances. This has led to valuers reporting valuations on the basis of 'material valuation uncertainty'. Further detail is contained within note 9.

5.0 **Other Key Issues in the Annual Accounts.**

5.1 The general fund revenue outturn report shows an overspend across all budgets, of £0.527m. The budget had assumed a transfer from general reserves of £0.165m. As a result of this overspend there has been a transfer from general reserves of £0.692m. The general reserve, after this transfer, is £21.353m. It is considered that this is a reasonable level of general reserves for the Council.

5.2 The Housing Revenue Account (HRA) has an underspend of £14.586m. This mainly relates to reduced revenue contributions to fund capital expenditure for several capital schemes planned across 2020/22 and lower Private Finance Initiative (PFI) payments due to the planned installation of sprinklers at both Miles Platting and Brunswick being in the following financial year.

5.3 The Council spent £255.5m on capital related projects in 2019/20 compared to the revised budget of £318.1m with the majority of unused budget being re-profiled into future years. The spend includes £52.2m on behalf of Greater Manchester.

5.4 The Council's Revenue and Capital Outturn reports give further details and were considered by the Executive on 3 June 2020.

5.5 The accounts are available for public inspection from 30 July 2020 to 10 September 2020. During this period the external auditor must give electors or any representative of an elector an opportunity to question them about the accounting records of the Council.

6.0 **Summary of the Annual Accounts**

6.1 The overspend on the Council's General Fund Account (£0.527m) and the underspend on the Housing Revenue Account (HRA) (£14.586m) total £14.059m underspend. The HRA is fully ringfenced and cannot be used to support the General Fund position. This is the position before notional accounting adjustments. The Consolidated Income and Expenditure Statement (CIES) shows a deficit of £15.644m. The difference of £29.703m is as a result of the notional accounting adjustments predominately relating to capital transactions and pension related costs plus transfers to reserves not shown within the CIES. The CIES is prepared in accordance with International

Financial Reporting Standards (IFRS) which seeks to present the figures on a consistent basis across all of the organisations to which they apply.

6.2 The Balance Sheet, which summarises the value of the assets and liabilities of the Council, shows an overall increase in net worth of £364.827m as at 31 March 2020 when compared to the previous year end. This is due to an increase in usable reserves of £94.046m and in unusable reserves of £270.781m. The increase in usable reserves is mainly due to increases in the usable capital receipts reserve and capital grants unapplied reserve as well as the COVID-19 reserve as a result of the first tranche of emergency government funding being received in March.

6.3 The increase in unusable reserves is predominantly due to the decrease in the negative pension reserve as a result of revised actuarial assumptions including those on life expectancy. There have also been increases in the capital adjustment account and the revaluation reserve from the revaluation of non-current assets, during 2019/20.

6.4 The Collection Fund contains a closing Council Tax Surplus of £3.509m, of which the Council's share is £2.862m the remainder being due to the Greater Manchester Combined Authority for the Police and Fire elements. This is an overall decrease of £2.489m when compared to the estimate of the surplus made in January 2020 of £5.998m (Council share £5.028m). This is due to an increased requirement for bad debt provision following a review of the position at year end. The Council's share of the reduced surplus is taken into account when setting the 2021/22 budget.

6.5 The 2020/21 budget contains the estimated share of the 2019/20 Business Rates surplus, as calculated in January 2020 which totalled £12.202m with the Council's share being £12.080m. The final Business Rates surplus in the Collection Fund as at 31 March 2020 is £13.028m (Council share £12.898m), an increase of £0.826m. This is mainly due to a reduction in the provision for appeals based on information on outstanding appeals received from the Valuation Office Agency.

7.0 Timeline of the Annual Accounts Process

7.1 The timeline for the completion and audit of the 2019/20 annual accounts is as follows:

- Handover of annual accounts to External Auditors – 28 July 2020
- Submission of unaudited annual accounts to Audit Committee – 28 July 2020
- Submission of annual accounts, including amendments agreed during the external audit, to Audit Committee – before publication deadline of 30 November
- Issue of audit opinion by the Council's external auditors, Mazars – before 30 November 2020

8.0 Recommendations

8.1 The recommendations appear at the front of this report.

MANCHESTER
CITY COUNCIL

Annual
Statement of Accounts 2019/20

Contents

Our 2019-20 Narrative Report

Our Narrative Report aims to demonstrate a clear link between our resources, our strategy and our performance in a transparent and accessible way. It shows how we've helped deliver intended outcomes and created value throughout 2019/20, and how we are planning ahead to respond as effectively as possible to future challenges. The report mainly looks back to the period before the significant impacts of the COVID-19 pandemic began towards the very end of the 2019/20 financial year.

Our Council

Our vision and strategy

Our mission is to support the delivery of the vision for the city set out in the Our Manchester Strategy that in 2025 Manchester will be in the top flight of world-class cities. The Council's Corporate Plan (Our Plan) sets out our priorities for the next 2-3 years for delivering the Our Manchester Strategy for the city. Our Plan was refreshed in February 2020 to emphasise the fundamental importance of the Zero Carbon agenda to the city's future.

Our commitment to good governance

We make decisions affecting Manchester and its residents on a daily basis. We are made up of 96 councillors elected by residents across the city's 32 wards. These elected representatives have the authority to make decisions affecting the city. Approximately 7,000 Council staff deliver public services across five directorates; Adult Social Care (including Homelessness), Children's Services, Homelessness, Neighbourhoods, Growth and Development and the Corporate Core.

We are responsible for conducting our business in accordance with the law and ensuring that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. We are committed to the highest standards of conduct, progressing towards the city's vision with robust controls over the use of resources, intelligent and open decision making, and accountability and transparency. We have set out our governance standards in our Code of Corporate Governance (The Code), which forms part of our Constitution. The Code explains how the vision and values of the organisation – the Our Manchester principles - are at the heart of the Council's approach to governance. Our Annual Governance Statement (AGS) reviews the extent to which we have met the Code's standards, and describes the progress made throughout the year in addressing our key governance challenges.

Our City

Our thriving and vibrant city

The city's growing population was estimated to be just over 575,400 in mid-2019, and by 2025 Manchester is forecast to be home to over 636,000 people[1]. The city's growing economy has been crucial to its overall success and resilience. Manchester is the third most visited city in the UK and is renowned both nationally and internationally as a vibrant, inclusive and outward-looking city.

Responding to our challenges

While the city has made great progress, there are significant challenges relating to areas of deprivation, health outcomes for residents, and those residents living in poverty.

The Our Manchester Strategy sets out the city's priorities up to 2025 and was launched in 2016. This ambitious strategy was developed through extensive consultation with local people, businesses and service providers and shows how the city came together to address its challenges and strive for a place in the top flight of world class cities.

To progress towards the vision described in the Strategy, and to meet the city's challenges, we are continuing to embed the Our Manchester approach. This is a radically transformed way of working so that public services are focused around people and communities rather than organisational silos. We are working with partners such as health, education and housing providers, the police, the voluntary

[1] Estimate based on in-house forecasting model (MCCFM) which accounts for residential building underway in 2019 and is dependent on strong recovery from impacts of COVID-19.

sector and communities in new innovative ways that target the specific challenges we have in Manchester and make Manchester the best it can possibly be.

We will closely monitor the implications of government policy (in relation to COVID-19, EU exit and the welfare reforms for example) so that we are well placed to anticipate and mitigate negative impacts, and grasp opportunities. We will continue to work together with other authorities in our city region and use our collective powers and budgets to make local decisions aligned to the needs of our communities, partners and stakeholders.

COVID-19: impacts, response and recovery

The COVID-19 pandemic has had a significant impact on the Council and the city. It has triggered an unprecedented rise in the number of people claiming unemployment benefits with the claimant count rising by 89% from March 2020 to May 2020 to reach 34,000 people[2]. This represents 8.8% of the city's working age population, which is the highest rate this century. City centre footfall in June 2020 is also 61% lower than June last year and footfall in the city's district centres has dropped by 28% over the same period. We have adapted the way in which we provide the services which we offer, to support our residents and local businesses in these challenging times. Although the impact in the 2019/20 financial year has been limited, the impact on the budget for 2020/21 and beyond will be substantial. The position for 2020/21 is expected to be manageable through immediate additional savings and the use of reserves, however the financial position in 2021/22 becomes much more challenging based on current information. It is clear that the pandemic will have a significant impact on the Council's resources, in terms of both increased expenditure and significantly reduced income for at least the next two to three years.

Our Update on Response Phase report details our initial response which included:

- Establishing a Community Response Helpline to support vulnerable people with the delivery of food and medicine;
- Establishing the Manchester and Trafford PPE Mutual Aid Hub to quickly distribute PPE to front-line workers;
- Establishing the Community COVID-19 Testing Hub with our health partners which has enabled the testing of hospital patients and NHS and social care staff;
- Establishing a control room to expedite hospital discharges and establishing a COVID-19 positive nursing home;
- Accommodating people who sleep rough in the city's hotels;
- Delivering children's social care for the city's Looked After Children through video technology where possible;
- Continuing to educate vulnerable children and the children of key workers in schools and all children via physical learning materials and laptops, and supporting families in hardship with a Free School Meal Scheme;
- Directly supporting the city's businesses by making various grants available and through the administration of business rates relief schemes such as the Retail Discount.

Additionally, the Council has had to manage COVID-19's impacts on sickness levels, the need to redeploy staff where required, and the need to become an organisation where many staff work from home to respond to the government's 'stay at home' measure (around 3,400 of our workforce of 7,300 during lockdown). Dashboards were set up to monitor COVID-19 related absences and identify any service areas or locations with particularly high levels of such absences, with 14% of all the sickness days recorded for April 2020 being COVID-19 related. Policies were reviewed in relation to redeploying staff, and data gathering exercises were carried out in relation to workforce deployment and the identification of employee's underlying health conditions, caring responsibilities and required adaptations for home working. We supported those staff who were unable to do their usual role to volunteer for temporary redeployment, which mainly involved supporting the helpline for vulnerable residents and food and medicine deliveries. All staff have been supported with guidance on working from home effectively, ICT support and daily communications sharing the latest government, Public Health England (PHE) and Manchester specific advice.

[2] Combined count of Universal Credit (not in employment) and Job Seekers Allowance claimants (ONS).

COVID-19 has had a significant impact on the Council's supply chain and a number of supplier relief arrangements were necessary to support suppliers and service continuity throughout and following the crises. Council staff and schools were provided with guidance on actions needed to help identify and mitigate risk of supplier failure and the Council's contract managers have been supported with specific advice where needed. As a condition of receiving relief, suppliers must certify that other forms of support under the Coronavirus Job Retention Scheme are not being accessed and agree that open book accounting will be applied to all payments made.

Personal Protective Equipment (PPE) became a new priority area for procurement. To mitigate the risk of a failure to provide enough PPE to support the Council's own activity and the health care sector, the Council established a dedicated procurement team to work alongside the Council's health and safety, health partners in Manchester Health and Care Commissioning (MHCC), and the Greater Manchester Health and Care Partnership.

Whilst the response work will continue for some time, there is also a significant focus on planning with our partners to develop the best possible joint plans for the city's recovery. This planning work is described in more detail in the July COVID-19 Update report to the Executive and it will be focussed across four interdependent work streams which will each have short, medium and longer term priorities.

The economy - Whilst the effect on both the local and national economy cannot yet be determined with great accuracy, it is now widely recognised that the economic crisis we are facing will lead to the most severe economic disruption experienced in modern times. The forecasts for Manchester's economic performance in the KPMG UK Economic Outlook Report for June suggest a projected reduction in overall productivity of 7.6% for 2020, followed by an increase of 3.5% in 2021. The report highlights particularly vulnerable sectors such as hospitality, tourism and activity associated with international travel, which will be impacted disproportionately and whose recovery will be lengthier.

Our Economy work stream aims to ensure we have a recovery plan which is dynamic and local interventions which support the recovery and rebuilding of the economy. Areas of focus will include Transport and Infrastructure, Affordable Housing and Skills, Labour Market and Business Support for example. We are currently planning for a recovery period of at least three to five years whilst ensuring that our recovery can be adapted to a rapidly changing situation.

Residents and communities - We will consider how best to support our residents including those at greater risk and further disadvantaged by COVID-19 through the recovery period. Our work will include a focus on equality, diversity and inclusion, hardship funds and other discretionary spend, youth services and support for children and young people, domestic violence and abuse, homelessness, digital exclusion, and the Voluntary Community and Social Enterprise (VCSE) and Faith sector.

Health and Social Care - Health and Social Care leaders will develop a refreshed Locality Plan for the city building on the unique experiences of the pandemic and seizing the opportunities of changes being made in the response phase.

Future Council / Impact on the Council - This work stream will focus on how the Council will need to change in terms of workforce, transformation and finance.

Our response to COVID-19 has been a catalyst for change in terms of our workforce and has allowed us to reimagine what it will look like in the coming months and beyond. This will be a workforce that is supported to excel and be well, work in a transformed way and deliver improved services. We will plan a phased return to the workplace for our workforce. This will include plans for safe working in offices, a refreshed health and well-being offer, and risk assessment and guidance for staff and managers. Our plans will be informed by an all-staff survey which had circa 3,500 respondents with nearly three quarters of these working from home. 95% of those surveyed felt that they were well supported, 80% felt they were at least as productive as normal and 30% felt they were more productive than normal. We are committed to continuing to embed the Our Manchester (OM) approach throughout the Council and Our Transformation Programme, Our Ways of Working will support staff to work even more flexibly across different locations and services as we move into our 'new normal'

Manchester's overall approach to public service reform involves key partners working together effectively across the city's neighbourhoods, and this is called 'Bringing Services Together for People in Places' (BST PIP). Our BST PIP work has been accelerated in response to the pandemic and we will build upon the success of this to ensure that key improvements are sustained to become business as usual. Related plans include work to support residents and businesses who may experience digital exclusion.

We will be reviewing and revising the budget position for the Council for 2020/21 and beyond in light of escalating costs, significant and long term income losses, funding uncertainty and economic challenges. Aligned to this, Our Plan and the activities which underpin delivery of the Council Business Plan for 2020/21 are being reviewed. This will allow the Council's shorter term priorities and the planned actions of its 41 services to be updated in light of the impacts of the pandemic and to support the city's recovery from this.

Our Manchester Strategy Reset

The longer term Our Manchester Strategy 2016-2025 also needs to be reset and repositioned, to respond to the post COVID-19 challenges the city now faces and will underpin all the recovery planning work. This reset will begin with a consultation that is firmly rooted in the Our Manchester approach, which addresses the significant challenges but also some of the opportunities over the next five to ten years. The reset will maintain our overarching principles of equality, inclusivity and sustainability at its heart, building on them to establish the refreshed vision for achieving the city's 2025 aims.

Our Strategy and Objectives

This page sets out the eight priorities of Our Plan. It shows how they are aligned to the strategy for the city and the city region, and how they inform the Council Business Plan and Budget Report. Our Revenue Budget Strategy and Capital Budget Strategy are aligned to the Our Manchester Strategy and what Manchester people value most.

Zero Carbon Manchester - Lead delivery of the target for Manchester to become a zero carbon city by 2038 at the latest, with the city's future emissions limited to 15 million tonnes of carbon dioxide: • Work with the Manchester Climate Change Agency to develop a full action plan for the city by March 2020, setting out how the ambition will be met • Ensure activities are delivered to reduce the Council's own direct emissions as part of this plan • Contribute to improvements in air quality across Manchester required in the Clean Air Plan.

Young People - From day one, support Manchester's children to be safe, happy, healthy and successful, fulfil their potential, and make sure they attend a school graded 'good' or better: • Ensure all children have high-quality education • Support more Manchester children to have the best possible start in life and be ready for school and adulthood • Reduce number of children needing a statutory service • Reduce the number of children growing up in family poverty.

Healthy Cared-for People - Work with partners to enable people to be healthy and well. Support those who need it most, working with them to improve their lives: • Support Mancunians to be healthy, well and safe • Improve health and reduce demand by integrating neighbourhood teams, that are connected to other services and assets locally, delivering new models of care • Reduce the number of people becoming homeless, and enable better housing and better outcomes for those who are homeless.

Housing - Ensure delivery of the right mix of good-quality housing so that Mancunians have a good chance of quality homes: • Accelerate and sustain the delivery of more housing • Ensure the provision of enough safe, secure and affordable housing for those on low and average incomes.

Neighbourhoods - Work with our city's communities to create and maintain clean and vibrant neighbourhoods that Mancunians can be proud of: • Enable clean, safe, vibrant neighbourhoods.

Connections - Connect Manchester people and places through good-quality roads, sustainable transport and better digital networks: • Improve public transport and highways, and make them more sustainable • Facilitate the development of the city's digital infrastructure, to enable delivery of transformed public services and support a thriving digital economy.

Growth that benefits everyone - Boost the city's productivity and create a more inclusive economy that all residents can participate in and benefit from, and contributing to reductions in family poverty, as set out in the Our Manchester Industrial Strategy: • Support good-quality job creation for residents, and effective pathways into those jobs • Facilitate economic growth of the city.

Well-managed Council - Support our people to be the best and make the most of our resources: • Enable our workforce to be the best they can be through the Our People Strategy and Our Manchester behaviours • Effectively plan our future budgets and balance our current budget, delivering savings, transformation of the organisation, reductions in demand through reform, and generating income.

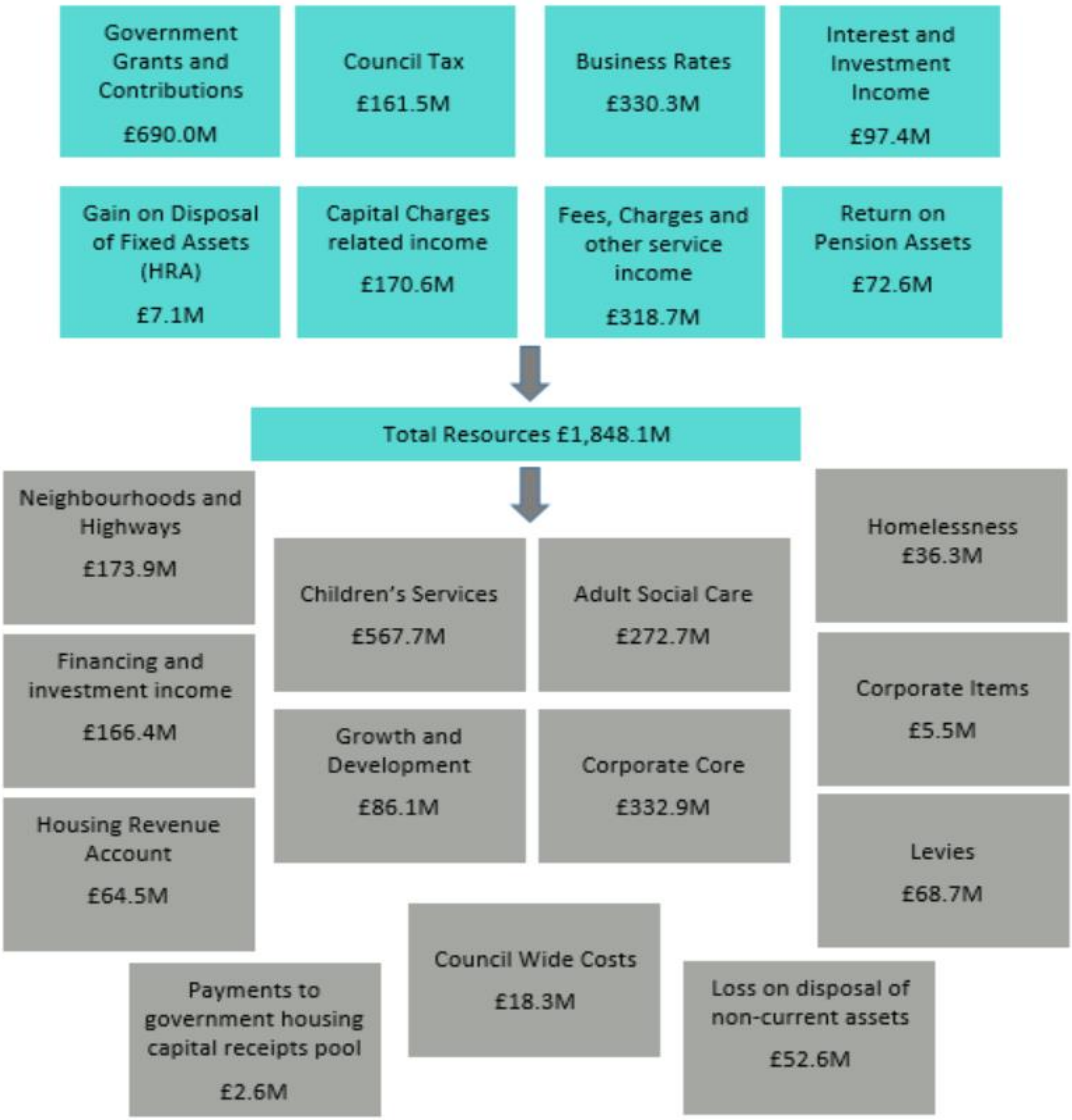
Our work towards each priority is underpinned by city-wide leadership which aims to reduce inequalities and promote inclusion and diversity. We pursue our priorities by applying the Our Manchester principles in all that we do, from our Business and Budget planning through our service and team planning, to the 1:1 About You sessions managers have with staff which complete the golden thread. These principles are 'listening', 'recognising strengths of individuals and communities', 'working together' 'better lives'. The Our People Strategy is aligned to these principles and aims to ensure staff are listened to, involved, respected and inspired

<u>Our Funding and Spending 2019/20</u>

The graphics below show how our gross revenue and gross capital spending programmes were funded and where we targeted our revenue spend and capital investments throughout 2019/20 to help support the people of Manchester to achieve and enjoy a better quality of life.

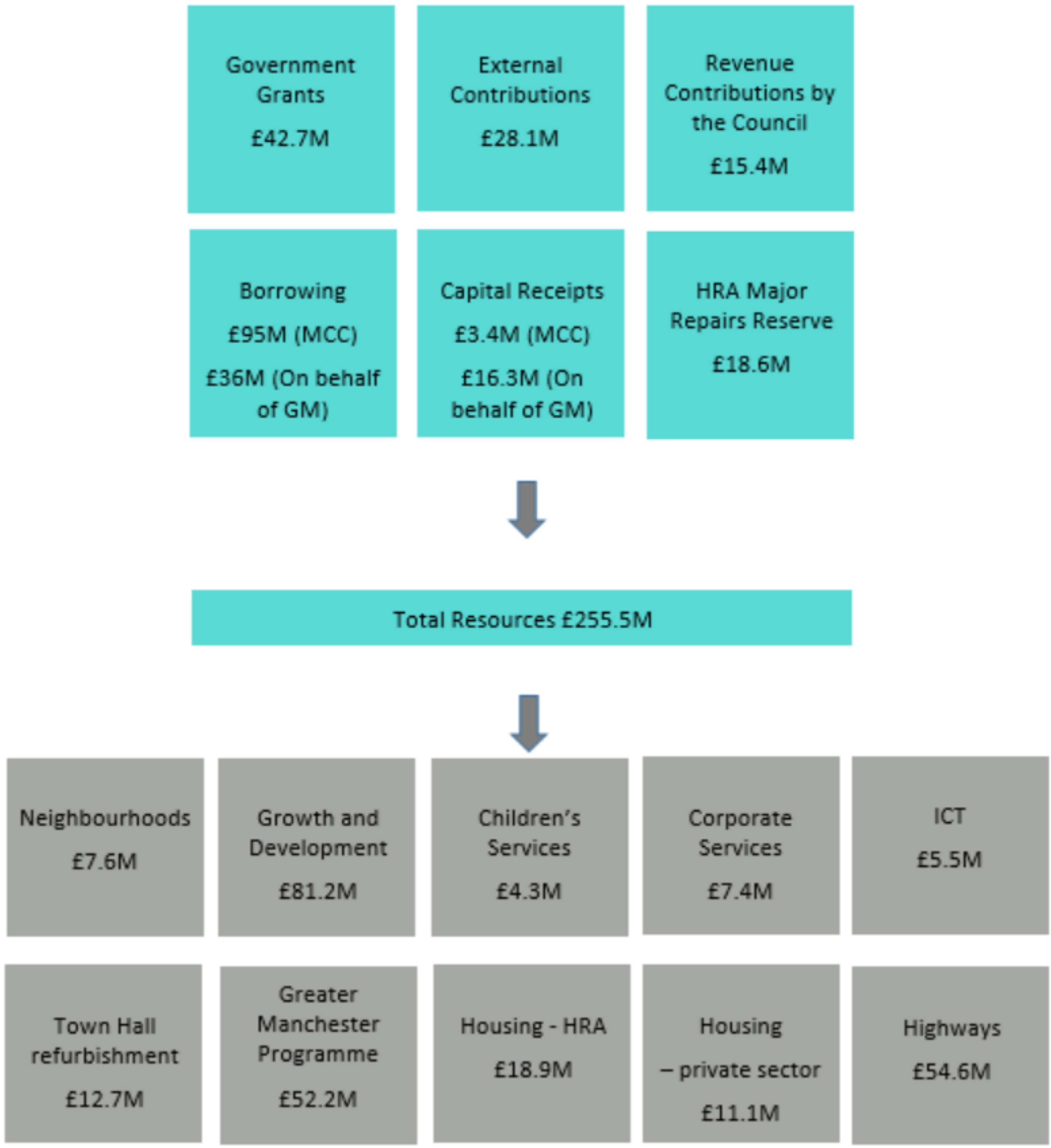
Revenue spending relates to the day-to-day running costs required for the Council's operations such as staffing and utilities costs.

Revenue funding and spending 2019//20



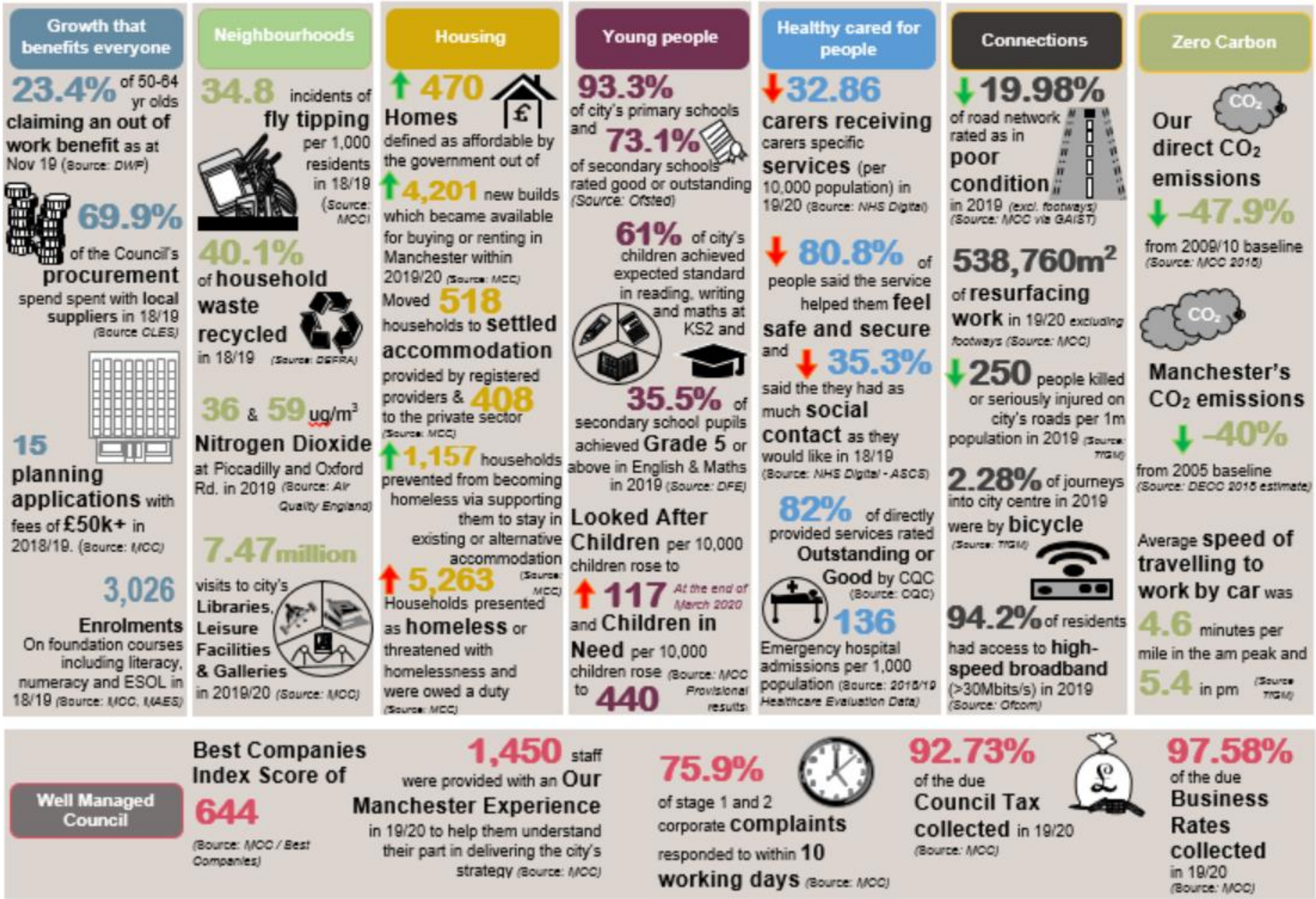
Capital funding and spending 2019/20

Capital expenditure relates to spending on the purchase or improvement of assets that have a long-term value to the Council and residents, such as land and buildings.



Our Performance

The Performance of the Council and its partners against the goals of the city's Our Manchester Strategy is reported each year in the [State of the city Report](). However, a high level view of delivery of the **shorter-term Council priorities** outlined in Our Corporate Plan is summarised in the infographic below. Green arrows indicate substantial desirable changes from the previous year's results and red arrows indicate substantial undesirable changes.



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Appendix 1, Item 7

Our Financial Performance 2019/20

This section provides a high level analysis of our financial performance within 2019/20 and complements the more detailed financial statements published within the accounts. It shows how our position at the end of the financial year relates to our budget and the key variances. Our **net revenue budget** is the total amount of corporate resources available to us. It is mainly funded from retained business rates, council tax receipts, government grants, dividends and use of reserves. In 2019/20 the **net revenue budget** totalled some £628m, and the table below shows our year-end position (spend) compared to this budget.

Manchester City Council programme	Net revenue budget 2019/20 £M	Year End Position 2019/20 £M	Overspend or (underspend) 2019/20 £M
Total available resources	(628.1)	(630.0)	(1.9)
Total Corporate budgets	119.9	119.1	(0.8)
Directorate Budgets			
Children's Services	120.9	122.3	1.6
Adult Social Care	198.3	205.2	6.9
Homelessness	14.1	14.2	0.1
Corporate Core	69.7	66.8	(2.9)
Neighbourhoods	99.3	97.3	(2.0)
Growth and Development	5.9	5.4	(0.5)
Total Directorate budgets	**508.2**	**511.4**	**3.2**
Total use of resources	**628.1**	**630.5**	**2.4**
Net overspend	**0.0**	**0.5**	**0.5**

At the end of the year we had overspent against our **net revenue budget** by £527,000 and this was funded from our General Fund Reserve. The main variations are set out in the table above.

The most significant overspending areas in 2019/20 continued the trend from 2018/19 in the Children's Services and Adult Social Care Directorates
This is offset by underspends in other directorates; including Corporate Core and Neighbourhoods together with the achievement of additional income to increase available resources. The ongoing financial impact of these trends has been addressed and budgets have been revised for 2020/21.

The Council also operates a Housing Revenue Account (HRA), which contains the costs of owning and maintaining properties let to tenants, and rental income from those properties. This is held separately from the net revenue budget position shown in the previous table. The Council was responsible for managing an average of 15,767 dwellings during 2019/20. The outturn position for the HRA in 2019/20 was that income was greater than expenditure by £4.993m which resulted in the general HRA reserve increasing to £73.585m. In addition there are further HRA reserves relating to other potential liabilities of £35.860m. It is anticipated that as a result of planned capital expenditure HRA reserves will reduce considerably over the next four years.

COVID-19

The Council received additional grants in 2019/20 as part of Central Government's response to the COVID-19 pandemic. These were to assist with cash flow and to allow the Council to help both the residents and businesses of Manchester.

The first tranche of un-ring fenced Government COVID-19 support funding totalling £18.589m was received in March 2020. This grant covered some costs in 2019/20 (£389k) but as the majority of costs will be incurred from 2020/21 the remaining grant (£18.2m) was transferred to an earmarked reserve to fund future cost pressures.

Our capital budget for the 2019/20 year was £318.1m, and the table below shows our year-end position (spend) compared to this budget.

Manchester City Council programme	Capital Budget for 2019/20 £m	Capital expenditure in 2019/20 £m	Overspend or (underspend) for 2019/20 £m
Highways	55.5	54.6	(0.9)
Neighbourhoods	8.6	7.6	(1.0)
Growth and Development	90.8	81.2	(9.6)
Town Hall refurbishment	17.0	12.7	(4.3)
Housing – private sector	10.3	11.1	0.8
Housing – HRA	19.6	18.9	(0.7)
Children's Services	25.2	4.3	(20.9)
ICT	5.7	5.5	(0.2)
Corporate Services	15.4	7.4	(8.0)
Manchester City Council Total	**248.1**	**203.3**	**(44.8)**
Programme on behalf of Greater Manchester	70.0	52.2	(17.8)
Total	**318.1**	**255.5**	**(62.6)**

At the end of the year we had underspent against our capital budget by £62.6m. The Council's underspend is largely due to the timing of spend and will be carried forward into the next financial year. The nature of the capital budget requires flexibility to manage the funding across the life of projects in a transparent manner. As such some variations within the year are to be expected as projects are developed, and budgets are re-profiled on a quarterly basis and reported to members for approval in order to reflect these changes.

Our Risks and Outlook

In this time of such rapid transition, our financial, policy and legislative environment is constantly evolving. The skills and diversity of our leaders, the continuous review of our Budget and Business Plans, and our attitude to risk and robust risk management arrangements all mean we are well placed to tackle challenges and grasp the opportunities of our ever-changing environment to create value. More detail can be found in Our Risk Strategy 2018–20 and Our Business Continuity Strategy 2017–20

At a corporate level, significant risks are captured within our Corporate Risk Register (CRR), which articulates the risk, quantifies its likelihood and potential impact, names the strategic director who owns the risk, and articulates how the risk is managed and any mitigating actions. In March 2020, the CRR was refreshed and risk scores (in terms of likelihood and impact) were updated. The table below includes the four risks from the CRR which had the highest risk scores in March 2020. It highlights the risk and the planned mitigating actions.

Risk Description	Planned Mitigating Actions
Medium Term Financial Resources - These are insufficient to support achievement of Council and city priorities. This is based on financial uncertainty post 2020/21 and risks that may arise from the Spending Review, Fair Funding Review, Business Rates reset, uncertainty over Shared Prosperity Fund and wider financial / fiscal risks linked to EU Exit and macroeconomic factors. Reduced income due to COVID-19 related economic downturn and additional costs of managing the pandemic need assessment.	Budget reports 2020/21 to Scrutiny, Executive and Council in March 2020 reflect current levels of risk and scenarios in medium term financial strategy prior to the pandemic. Robustness and maintenance of reserves. Engagement and lobbying of national decisions makers direct and via network groups including Core Cities and the Local Government Association. Specific lobbying regarding the full financial impact of COVID-19.
Access to ICT - Loss of required access to systems impacts on the ability to operate services and deliver to Manchester residents. This could arise from risks relating to core infrastructure (network and applications), hardware obsolescence (WYSE terminals), system availability (unsupported systems, insufficient licenses) or cyber-attack.	Corporate and Service Business Continuity Plans and robust incident management process in place. Programme of ICT investment with reporting to ICT Board, Capital Strategy Board, SMT, Executive and Scrutiny. Positive assurance taken from LGA Cyber Stock Take 2019. Despite improvement in control, risk remains as a consequence of heightened cyber risk in the external environment and pending completion of the data centre project.
Climate Change - The Council does not produce, or deliver on, a sufficiently ambitious plan to become a zero carbon Council by 2038 or earlier if possible. The Council does not undertake its leadership role effectively for Manchester to become a zero carbon city by this date, and stay within the science-based budget for the city.	Governance through Zero Carbon Coordination Group. Regular reporting to the Executive. Additional resources investment in budget 2020/21. Very high level of ambition on this agenda will require fundamental changes to how we operate and significant investment across all aspects of the Council, and for many partners in the city.
Health and Social Care integration - Failure to achieve the desired and intended outcomes of care integration increases further pressure on Council and health budgets; and impacts on the ability to achieve improved health outcomes for Manchester residents.	Joint business and budget planning with Manchester Health & Care Commissioning (MHCC) and Manchester Local Care Organisation (MLCO), and active senior leadership engagement in HSC governance with MHCC/ MLCO. Risk managed at SMT level. Positive response to MHCC/MLCO Governance audit reports 2019 with further development steps underway.

Medium Term Financial Plan

Our MTFP that was refreshed and approved in March 2020 considers the local and national financial climate, describes some of the key challenges we are facing and the key changes in our resources before setting out the anticipated savings requirement for the financial year 2020/21.

This also included the approval of the annual council tax level being an increase in Manchester's Council Tax of 3.99% in 2020/21; 1.99% attributable to the Council element and 2% for the Adult Social care precept as well as the Greater Manchester Mayoral and Police and Crime Commissioner precepts. The increase in the Adult funding will be used to support the most vulnerable.

We are experiencing a number of challenges which are both internal and external to the Council prior to the pandemic. These challenges include continued reductions in Government funding, costs of inflation and pay awards, demographic pressures, and increased demand for services. For example, national pressures on Children's Social Care are very much reflected within Manchester with the rising numbers who require care and support.

Other challenges continue in delivering transformational changes including the implementation of public sector reform to ensure that we deliver improved services for our residents. This includes improved working with our partners such as Health, Housing providers, Greater Manchester Police, Department for Work and pensions and continuing to achieve the new arrangements for Health and Social Care under the Local Care Organisation/Care Together to deliver savings.

In our MTFP we updated our resources to include increased projected business rates income (which included our share of benefits from the 100% growth retention pilot), increased projected council tax income as well as further use of reserves.

There has been a comprehensive review of how our available resources are utilised to invest in the priority areas agreed with our residents. Our MTFP highlighted that there is a need to invest more into the Council's front line services such as social care, services for the homeless and helping to mitigate some of the impacts of welfare reform.

The impact of funding reductions combined with the pressures of increased demand has resulted in a need to reduce gross spend by £7.5m in 2020/21.

In order to support our investment priorities and deliver a balanced budget directorates have produced budgets to reduce resource commitments.

Our current MTFP, (approved before the pandemic) is summarised in the table below. It shows the resources we expected to have and the resources we expected to need.

	2019/20 Original Budget £M	2019/20 Revised Budget £M	2020/21 Budget £M
Business Rates Related Funding	314.6	314.6	339.5
Council Tax	166.5	166.5	174.5
Other non-ring fenced Grants	54.4	65.8	66.7
Dividends and Use of Airport Reserve	62.4	62.4	62.9
Use of Other Reserves	12.9	12.9	21.5
Total Resources Available	**610.8**	**622.2**	**665.1**
Resources Required:			
Corporate Costs:			
Levies and Statutory Charge	70.0	70.0	71.3
Contingency	1.6	0.9	0.9
Capital Financing	44.5	44.5	44.5
Transfer to Reserves	7.1	18.4	18.3
Sub-Total Corporate Costs	123.2	133.8	135.0
Directorate Costs:			
Additional Allowances and other pension costs	10.0	10.0	9.6
Insurance Costs	2.0	2.0	2.0
Inflationary Pressures and budgets to be allocated	9.9	1.8	10.3
Directorate Budgets	465.7	474.6	508.2
Sub - Total Directorate Costs	487.6	488.4	530.1
Total Resources Required	**610.8**	**622.2**	**665.1**
Shortfall / (surplus)	**0.0**	**0.0**	**0.0**

The table below shows the net budget per directorate for 2019/20 and 2020/21.

Directorate	Cash Limit 2019/20 £M	Cash Limit 2020/21 £M
Children Services	120.4	130.3
MHCC Pooled Budget	193.7	216.9
Adults Social Care	4.3	4.4
Homelessness	13.9	15.3
Corporate Core	69.6	70.0
Neighbourhood Services	66.9	63.7
Growth and Development	5.8	7.6
Total Directorate Budget	**474.6**	**508.2**

The MTFP was set whilst there was considerable financial uncertainty post financial year 2020/21 and prior to the COVID-19 pandemic. Numerous financial reviews planned by the Government had already been delayed, adding to the financial challenges faced.

The budget contains investment for priority areas including Children's Services, Adult Social Care and Homelessness. It also includes £7.5m of efficiency savings, of which £4.6m are being reinvested back into the budget. The full further details can be found in the Council's Medium Term Financial Plan for 2020/21 and the accompanying Directorate Budget Reports.

COVID-19 pandemic

The COVID-19 pandemic has had a significant effect on the financial position of all Local Authorities. Nationally emergency funding of £3.2 billion has been announced to support Councils through the immediate pressures. This has been made available through two tranches of non-ring-fenced grant funding of £1.6bn and one of £500m. The first funding announcement was on 20 March and the Council was allocated £18.589 million; the second was announced on 18 April with the individual allocations released on 29 April. Manchester has been allocated £15.167m. The allocations of the third tranche were announced on 16 July with the Council's allocation being £7.085m. This takes the total amount of emergency funding available to the Council up to £40.841m.

There have been further funding allocations:
£7.458m Council Tax Hardship Fund
£68k Emergency Support for Rough Sleepers
£3.342m Care Home Infection Control Fund
£5.432m Local Authority Discretionary Grants Fund
£4.837m Track and Trace Fund, and
£489k Reopening High Streets Safely Fund.
£0.957m Local Authority Emergency Assistance Grant for Food and Essential Supplies

Further national allocations have been announced but the Council has not yet been informed of the amount it has been allocated. These are:
- Homelessness £105m nationally (£85m new funding and £20m from refocusing existing budgets.
- Support for income shortfalls (sales, fees and charges only) - national amount not announced. The funding per Council is limited to 75p in the pound for income losses in excess of 5% of a Council's planned income from sales, fees and changes.

The Council is also responsible for processing expanded retail discounts of £138.477m to business ratepayers and paying small business grants and retail, hospitality and leisure grants of £121.032m on behalf of the government.

Alongside this funding, £1.3bn has been made available to Clinical Commissioning Groups (CCGs) to enhance the NHS discharge process so patients who no longer need urgent treatment can return home safely and quickly. There is an expectation that where funds are needed for social care costs associated with discharge or to prevent hospital admissions then this should be met from this funding stream.

There are financial pressures in excess of the financial support provided including significant income losses particularly reductions in business rates, council tax and commercial income as well as sales, fees and charges.

The Deputy Chief Executive and City Treasurer and Deputy City Treasurer are leading the financial work stream for the Council covering:

- Identifying cost implications for the Council due to additional Expenditure.
- Identifying financial implications of lost income from both fees and charges and commercial arrangements.
- Lobbying Government to ensure that Manchester can access the appropriate amount of available Government funding to support during the current crisis.
- Reviewing all budgets in order to identify any areas of discretionary spend that can be delayed/ceased to support other areas of the budget

From April 2020, every Local Authority has been required to submit monthly returns to the Ministry of Housing Communities and Local Government (MHCLG) setting out the forecast financial implications of COVID-19.

This has included a significant reduction in the value of business rates and council tax collected so far in 2020/21, some of this will relate to the deferral of payments and some due to an increase in Council Tax Support claimants. This will be monitored closely during the financial year.

The work to identify the financial implications of the current COVID-19 crisis is ongoing, but it is clearly going to have a significant impact both in 2020/21 and future years particularly with the expected loss of business rates and commercial income.

The Council is reporting on the 2020/21 position to the Executive at the end of July. This will include the work that has been undertaken to reduce costs and deliver a balanced budget in 2020/21.

The measures required to address the longer term financial position are being developed. The Council continues to work with Core Cities and Greater Manchester Authorities to make representations to the Government to seek solutions to address the funding shortfall.

Financial Statements

The Statement of Accounts provide an overview of the Council's financial position for 2019/20.

It is important to note that the deadline for the production of the Annual Accounts has been changed for 2019/20. The Ministry of Housing Communities and Local Government (MHCLG) have introduced the Accounts and Audit (Coronavirus) (Amendment) Regulations 2020 which have amended the Accounts and Audit Regulations 2015. This is following consultation with all key stake holders and in recognition of the impact of COVID-19.

The draft Accounts must now be submitted for audit by 31 August 2020 rather than 31 May 2020 and the timeline for the conclusion of the audit is now 30 November 2020 rather than 31 July 2020.

The accounts were reported to the Audit Committee on 28 July; in advance of the revised deadline

The Basis of the Preparation and Presentation of the Annual Statement of Accounts

The accounts that follow have been prepared to be:

a. Relevant: The accounts provide information about the Council's performance and position that is useful for assessing the stewardship of public funds and for making economic decisions.

b. Reliable: The financial information
  - Has been prepared so as the reflect the reality or substance of the transaction and activities and underlying them
  - Is free from deliberate or systematic bias
  - Is free from material error
  - Is complete within the bounds of materiality and
  - Has been prudently prepared

c. Comparable: In complying with the CIPFA Code of Practice on Local Authority Accounting in the United Kingdom 2019/20 ('the Code') and consistent Local Authority reporting.

d. Understandable: These accounts are based on accounting concepts, treatments and terminology that require reasonable knowledge of accounting and Local Government. However, every effort has been made to use plain language and where technical terms are unavoidable they have been explained in the glossary of terms.

Throughout, consideration has been given to the significance ('materiality') of an item i.e. whether its misstatement or omission might reasonably be expected to influence assessments of the Council's financial management.

Underlying Assumptions

The annual accounts of all authorities are prepared following the standard assumptions set out below, to ensure that all Council's reports are consistent and comparable.

Accruals Basis

- The financial statements, other than the cash flow, are prepared on an accruals basis. Income and expenditure is recognised in the accounts in the period in which it is earned or incurred not as the cash is received or paid.

Going Concern

- The accounts have been prepared on the assumption that the Council will continue in existence for the foreseeable future. This position will not change with the impact of COVID-19. However, unless support from central government significantly increases the budget gap for 2021/22 is significant. The Council is working on a range of budget options that will assist with closing the budget gap and will be reviewing its financial position again after the Spending Review and Finance Settlement. Further information on going concern is shown within the accounting policies.

Primacy of Legislation Requirements

- In accordance with the Code, where an accounting treatment is prescribed by law then it has been applied, even if it contradicts accounting standards. The following is an example of legislative accounting requirements having been applied when compiling these accounts

The Local Government Act 2003 requires the Council to set aside a minimum revenue provision

The Financial Statements: Purpose and Summary

The annual statement of accounts has been prepared in accordance with the 2019/20 Code of Practice on Local Authority Accounting (The Code) and International Financial Reporting Standards (IFRS). Changes in accounting requirements over the past few years have led to an increase in complexity of the accounts and the level of detail they contain.

One of the purposes of this introduction is to provide a guide to the Council's accounts and the most significant financial matters contained within the statements.

The Accountancy Code of Practice requires that the Council's accounts are set out with the core financial statements grouped together, followed by detailed notes, the supplementary statements and the group accounts.

The core financial statements are:

- The Comprehensive Income and Expenditure Statement (CIES)
- The Movement in Reserves Statement (MIRS)
- The Balance Sheet
- The Cash Flow Statement

Each statement is preceded by a note explaining its purpose and followed by notes explaining the main items within the statements.

These are followed by three further sections:

- The Housing Revenue Account (HRA) sets out the costs and income of owning and maintaining council properties which are let to tenants. The costs and income are also shown within the main statements.
- The Collection Fund Account includes the collection of local taxes (council tax and business rates) and their distribution to the Council, the Greater Manchester Combined Authority (Police and Crime Commissioner) and Greater Manchester Combined Authority (Fire and Rescue).
- The Group Accounts show the full extent of the Council's economic activities by including the Council's involvement with its group companies and organisations. The Group Accounts are of equal prominence to the Council in compiling the financial statements.

These are also followed by notes explaining these statements.

Accounting Changes

The way the accounts are presented is governed by the accounting policies that the Council has to follow. This has undergone major change over the last few years in order to bring public sector accounting in line with that of the private sector. The most significant change was the move to International Financial Reporting Standards (IFRS) in 2010/11. These accounts are compliant with the IFRS based Code.

The intended adoption of IFSR16 Leases for the 2020/21 accounts has been deferred. IFRS16 is being introduced for local authorities from 1 April 2021 which means that the annual accounts for 2021/22 will be the first set of accounts produced in accordance with this standard.

Accounting policies are set out in note 7 to the financial statements.

Business Rates 100% Retention Pilot

The ten Greater Manchester authorities including Manchester are part of the Greater Manchester 100% of Business Rates pilot. As 1% of business rates is transferred to the Greater Manchester Combined Authority (fire and rescue element) the Council retains 99% of business rates.

Any business rates income in excess of Manchester's assessed funding need is still paid back to central government to be redistributed in the form of tariffs and top ups but the Council now retains all of the growth it achieves in its business rates base. Under the new regime Revenue Support Grant and Public Health grant are not received but are met from within the

Business Rates income with the assessed funding need adjusted accordingly.

The Government has guaranteed that the individual authorities within Greater Manchester will not be any worse off under the 100% Rates Retention Pilot than they would otherwise have been. This is referred to as the 'No Detriment' principle.

Greater Manchester, Cheshire East and Cheshire West and Chester Business Rates Pool

The Council was again a member of the Greater Manchester, Cheshire East and Cheshire West and Chester Business Rates Pool in 2019/20. The purpose of pooling rates across the individual authorities is not intended to alter individual authorities income levels but to retain any levy that might be payable by some authorities to Central Government enabling it to be invested in the locality.

As a result of participation in the business rates retention pilot in 2019/20 the Greater Manchester authorities within the pool no longer generate a levy payment. However any levy that would have been paid is taken into account when measuring the 'no detriment' principle.

Cheshire East and Cheshire West and Chester retain 50% of any levy saved. The remainder of the levy is retained centrally by the Pool.

The use of the levy held centrally is agreed with the Greater Manchester District Councils, the Greater Manchester Combined Authority, Cheshire East and Cheshire West and Chester Councils to benefit the Region.

The summary of the pool position for 2019/20 is shown below:

Local Authority	Total Levy Saving	Retained by Local Authority £M	Retained by Pool £M
Cheshire West and Chester	2.2	1.1	1.1
Cheshire East	2.7	1.4	1.3
Retained for the pool (less £21k administration costs)	**4.9**	2.5	**2.4**

The Financial Statements

The Council's Comprehensive Income and Expenditure Statement

The analysis within the Comprehensive Income and Expenditure Statement (CIES) is shown by Council Directorates rather than by the standard service classifications previously required by the Service Reporting Code of Practice (SeRCOP). This format aims to be more meaningful for users of the financial statements as it follows that of the budget and financial monitoring reports produced by the Council.

As the Council operates and manages most of its corporate and support services separately from the other Directorates these services are shown separately and not apportioned across the other Directorates.

The Directorate figures in the CIES show the accounting cost of Council activities including the notional accounting entries, such as depreciation, that have to be made. Information is provided in note 11 showing a subjective analysis of the deficit on the provision of services.

The CIES is broken down into three sections:

- Net cost of services;
- Other operating expenditure; and
- Corporate expenditure and income.

This Net Cost of Services is the cost of providing the Council's services as reported in the revenue monitoring reports, however it also includes accounting adjustments for items such as depreciation and impairment. These would be a significant cost in a commercial organisation but legislation is in place that ensures these costs are not required to be funded by council tax payers. (The details of the accounting adjustments are shown in the Expenditure and Funding Analysis Note). These items are transferred to unusable reserves in the Movement in Reserves Statement.

The Total Net Cost of Services (including the technical accounting adjustments) totals £647.160m.

Other Operating Expenditure includes costs such as levies paid and payments made in relation to the pooling of HRA capital receipts (capital receipts relating to right to buy sales council dwellings are pooled between the Council and central government) as well as technical adjustments such as the loss on the disposal of non-current assets (including schools transferred to Academies). These total £116.697m.

Corporate Expenditure and Income includes:

- corporate expenditure and income such as interest paid and received, investment property rental income and the change in values of investment properties (net income totalling £79.672m)
- general income due to the Council from Council taxpayers, National Non Domestic ratepayers (NNDR) and general government grants including grants to fund capital expenditure (net income totalling £668.541m).

These three sections are totalled to produce an overall accounting deficit on the provision of services of £15.644m.

The CIES is then reconciled to the change in the balance sheet by adding the impact of the following accounting entries:

- the surplus on the revaluation of non-current assets;
- impairment losses on non-current assets charged to the revaluation reserve;
- the gain or loss on investments classified as fair value through other comprehensive income;
- re-measurement of the defined benefit pension scheme relating to changes in pension assumptions.

The following table shows the reconciliation from the overall underspend to the accounting deficit reported in the Consolidated Income and Expenditure Statement by adding the notional accounting adjustments shown in the CIES and removing transfers to earmarked reserves.

Reconciliation	General Fund £M	HRA £M	Total £M
Over / (Under)spend	**0.5**	**(14.6)**	**(14.1)**
Budgeted transfer (to) / from general reserves	0.2	9.6	9.8
Net transfer (to) / from general reserves	***0.7***	**(5.0)**	**(4.3)**
Transfers (to) earmarked reserves	(28.7)	(0.0)	(28.7)
Other income and expenditure classification	5.1	(5.1)	0.0
Notional accounting adjustments	59.1	(10.5)	48.6
Deficit / (Surplus) per CIES	**36.2**	**(20.6)**	**15.6**

Note 12 to the accounts shows the notional accounting adjustments that do not affect the Council's 'bottom line' i.e. the level of council tax or housing rents.

The Council's Movement in Reserves Statement (MIRS)

This statement sets out the movements in the main reserves and balances of the Council from 1 April 2018 to 31 March 2020.

The reserves are distinguished between

- *usable (those that can be used to finance expenditure) and*
- *unusable (those that contain technical accounting adjustments and cannot be used to finance expenditure).*

Of the usable reserves only the General Fund Reserve has not been allocated for specific purposes. The usable reserves are cash backed. The unusable reserves are mostly non cash backed.

It is a requirement placed on all Councils that the level of reserves is reviewed regularly by the Deputy Chief Executive and City Treasurer and due consideration is given to all local financial risks and liabilities when doing so. The reserves are fully reported in the Budget Report presented to Full Council each year.

Usable Reserves

Usable reserves are defined as those that the Council could utilise to fund capital or revenue expenditure. The Council holds a number of reserves all of which, aside from the General Fund Reserve, have been set aside to meet specific future expenditure or risks including Private Finance Initiative (PFI) costs, statutory reserves, school balances and grants which cross over financial years. The Council needs to maintain reserves as, unlike central government borrowing money over the medium-term, other than for investment in assets, is not allowed and there is a requirement to balance budgets on an annual basis.

The increase in usable reserves of £94.046m is mainly due to increases in the usable capital receipts reserve and capital grants unapplied and to a lesser extent the capital fund reserve to fund capital schemes for the general fund, as well as the capital financing reserve which has been set up to fund future increases in borrowing costs as a result of the Council's capital programme. Much of this reflects the timing issues between funding being received and expenditure being incurred.

In addition the unused the balance of the first tranche of grant for COVID-19 (£18.2m) received in March 2020 has been therefore transferred into the reserve to meet future cost pressures of the pandemic.

Reserves have also been set aside to support the financial position from 2019/20 and over the next three years as reported during the budget setting process. This has enabled the planned use of one off funding from the Business Rates pilot and of social care grants to be used in a planned way to support council services and avoid cliff edges and the need for cuts when funding streams end.

The usable reserves (as reported at Note 42 to the financial statements) are held for the following purposes:

Type of Reserve	31 March 2019 £M	31 March 2020 £M
Capital		
Reserves held for capital purposes including capital receipts and capital grants unapplied	142.3	203.3
Sub Total	**142.3**	**203.3**
Revenue		
Statutory reserves that have to be set aside e.g. On street parking reserve, bus lane enforcement	20.5	25.0
Reserves held for PFIs to meet contracted future costs	2.4	2.1
Reserves held to smooth risk or for assurance including the insurance reserve of £18.6m and airport dividend reserve of £55.8m (Dividend is used a year in arrears)	100.3	117.8
Business Rates Reserves	19.2	25.5
Revenue reserves held to support capital including the Capital Fund	113.4	116.8
Reserves held to encourage economic growth or for public sector reform e.g. Our Manchester reserve, Town Hall reserve	37.4	30.8
Small specific reserves	3.5	4.3
Grants and contributions held to meet expenditure commitments over more than one year (incl. COVID-19)	9.8	26.4
Sub Total	**306.4**	**34.7**
Housing Revenue Account reserve (£35.6m earmarked for future PFI payments and other potential liabilities)	**104.4**	**109.4**
General Fund reserve	**22,0**	**21.4**

Type of Reserve	31 March 2019 £M	31 March 2020 £M
Schools reserves (these belong to schools and are for their use only)	**25.48**	**11.7**
Total	**600.6**	**694.6**

Unusable Reserves

Unusable reserves hold unrealised gains or losses for assets not yet disposed of and also accounting adjustments which are required by statute. These reserves cannot be used to fund capital or revenue expenditure

The unusable reserves are shown in the table below:

Unusable Reserve	31 March 2019 £M	31 March 2020 £M
Revaluation Reserve	1.182.0	1,210.7
Financial Instruments Revaluation Reserve	13.9	13.0
Pensions Reserve	(952.6)	(715.9)
Capital Adjustment Account	1 280.7	1,296.4
Deferred Capital Receipts Reserve	3.8	3.6
Financial Instruments Adjustment Account	(1.1)	(4.3)
Collection Fund Adjustment Account	21.7	15.8
Short-term Accumulated Absences Account	(5.7)	(5.8)
	1,542.7	**1,813.5**

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The negative pension reserve of £715.9m has reduced by £236.7m from the previous year. This matches the pension liability in the balance sheet as measured under International Accounting Standard (IAS) 19.

The purpose of IAS19 is to create a comparison of the pension obligations of different employers. The IAS19 calculations are carried out using a prescribed method. This is different to the formal actuarial triennial valuations of the fund which set the level of contributions that need to be paid into the pension fund. With the triennial funding valuation any calculated deficit can be spread and paid off over a number of yea by an addition to the contribution rate.

Overall the net worth of the Council has increased by £365m during 2019/20.

The increase in usable reserves is mainly due to:

- £18.2m increase due to the introduction of the first tranche of Covid-19 funding which will support the 2020/21 revenue budget.
- £61m increase in reserves held for capital purposes namely capital receipts and capital grants
- £6.6m increase in the capital fund and capital financing reserve due to capital expenditure being delayed into future years. This reserve will be used to support future capital schemes.
- £5m increase in HRA reserves due to delays in capital expenditure funded from revenue resources.

The total increase in unusable reserves of £270.8m is mainly due to:

- £236.7m reduction in the minus pension reserve following the IAS19 actuarial valuation of the pension liability as outlined above
- £15.7m increase in the capital adjustment account. This includes the costs of depreciation and impairment losses in addition to amounts set aside to finance capital expenditure including grants, contributions and capital receipts
- £28.7m increase in revaluation reserve from the revaluations of non-current assets, during 2019/20 mainly in relation to council dwellings and other land and buildings.

The increase in the net worth is matched by an increase in value of net assets of the Council of £365m.

The Council's Balance Sheet

The Balance Sheet shows a summary of the Council's financial position as at the 31 March 2020, the last day of the financial year. This shows what the Council owns (its assets) and its debts (its liabilities) as well as the net worth of the Council assets less liabilities.

Appendix 1, Item 7

Assets	£M	Liabilities	£M
Council Dwellings	568.2	Borrowing	618.3
Other Property and Equipment	1,969.9	Provisions for Future Liabilities	271.4
Heritage Assets	542.4	Liability for Pension Scheme	715.9
Investment Properties	475.2	Capital Grants Received in Advance	9.7
Other Assets	154.9	Money owed by the Council	217.8
Investments	149.5		
Money owed to the Council	481.2		
Total	**4,341.2**	**Total**	**1,833.2**
	Net Worth of the Council		**2,508.0**

The net worth of the Council is £2,508,040m. This is split between usable reserves of £694,571m and unusable reserves of £1,813,469m.

Cash Flow Statement

This summarises the total movement on Cash and Cash equivalents during the year for revenue and capital purposes.

The Council's Group Accounts

The Council conducts activities through a variety of undertakings, either under ultimate control or in partnership with other organisations. The standard financial statements consider the Council as a single entity accounting for its interests in other undertakings as investments. For a full picture of the Council's involvement in other activities group accounts are prepared. These reflect the figures contained in the single entity accounts consolidated with figures for the Council's material subsidiaries, associates and joint ventures.

Subsidiaries are defined as organisations that the Council controls by having power over the organisation, exposure or rights to variable returns from its investment and the ability to use its power over the organisation to affect the amount of the return. The subsidiary considered to be material is Destination Manchester Limited.

Associates are defined as organisations where the Council has significant influence. Significant influence is defined as the power to participate in financial and operating policy decisions of the investee. The assumption is that a holding of more than twenty percent of the voting power of an investee would bring significant influence. The Council has no associates considered to be material.

Joint Ventures are defined as arrangements under which two or more parties have contractually agreed to share control such that decisions about activities that significantly affect returns require the unanimous consent of the parties sharing control and have the rights to the net assets of the arrangement The joint venture considered to be material is Manchester Airports Holdings Ltd.

In producing the group accounts the Council is required by the CIPFA Code of Practice on Local Authority Accounting to make consolidation adjustments to take account of any differences in accounting policies between the Council and its subsidiaries, associates and joint ventures so that the group accounts are prepared on a standard set of policies.

Land and buildings in the Council's single entity accounts are valued at current value (i.e. the amount that would be paid for an asset in its existing use). Where sufficient market evidence is not available, the value is estimated at depreciated replacement cost, using the modern equivalent asset method (i.e. the market value of the land on which the building sits plus the current gross replacement cost of the building less an allowance for physical deterioration of the building).

Manchester Airport Holdings Limited (MAHL) accounts are prepared using deemed cost for land and buildings. Deemed cost is the cost or valuation of assets as at 1 April 2005. Consequently property, plant and equipment is included in MAHL's accounts at cost or deemed cost less accumulated depreciation. A valuation of MAHL's land and building assets has been undertaken in order to align the accounting policy with that of the Council. This valuation has been used for the Council's group accounts.

The land and building assets of Destination Manchester Limited (DML), which is a subsidiary within the Council group, are included in DML's accounts at cost less accumulated depreciation and impairment. A valuation of DML's land and building assets has been undertaken in order to align the accounting policy with that of the Council. This valuation has been used for the Council's group accounts.

All other accounting policies within the group have been aligned to those of the Council.

The Group Accounts contain the Group Consolidated Income and Expenditure Statement, the Group Movement in Reserves Statement, the reconciliation of the single entity deficit to the group deficit / surplus, the Group Balance Sheet, the Group Cash Flow Statement and notes to the Group Accounts.

Housing Revenue Account

The Housing Revenue Account (HRA) is a record of revenue expenditure and income relating to an authority's housing stock. Its primary purpose is to ensure that expenditure on managing tenancies and maintaining dwellings is balanced by rents charged to tenants. Consequently the HRA is a statutory account, ring-fenced from the rest of the General Fund, so that rents cannot be subsidised from council tax (or vice versa).

The 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. Authorities charge rents to cover expenditure in accordance with the legislative framework; this may be different from the accounting cost. The increase in the year, on the basis upon which rents are raised, is shown in the movement on the Housing Revenue Account Statement.

Collection Fund

The Collection Fund is a fund administered by the Council that shows the transactions of the billing authority (the Council), in relation to the collection of Council Tax and Non-Domestic Rates (NNDR) and how the income from these sources has been distributed to precepting authorities and the Council's General Fund. The expenditure includes the precept payment for the services delivered across the borough by the Greater Manchester Combined Authority, specifically for the Mayoral Police and Crime Commissioner and Fire and Rescue services. It is a statutory requirement to maintain a Collection Fund to account for all the Council tax and Business rates income and expenditure the Council collects each year.

Borrowing Limit

In 2019/20 the Council had an authorised limit for borrowing of £1,521.4m (£1,351.4m for external debt and £170.0m for other long term liabilities such as PFIs and finance leases). The actual level of external debt at 31 March 2020 is £618.3m. The borrowing limit is based on the Council's Capital financing Requirement or CFR. The Council may meet this need from external borrowing or from 'internal borrowing' from its cash flow and cash backed reserves.

During 2019/20 the Council has borrowed from Salix and Homes and Communities Agency, and has taken some temporary debt to manage cash flow. The Council has also repaid c. £1.5m of market debt which was due for repayment.

Now the Greater Manchester Combined Authority has received the relevant borrowing powers the Council has transferred responsibility to the GMCA for funds it has been administering on its behalf. These include all loans from the HCA relating to City Deal Receipts and following the novation of all outstanding Housing Investment Fund investments and debtors to the Greater Manchester Combined Authority, the temporary loan from the Authority to the Council funding them has been written down.

The external debt is made up of the following figures on the balance sheet:

External Borrowing	2018/19 £M	2019/20 £M
Long-term Borrowing	607,2	585,4
Short-term Borrowing	126.3	32,9
Total	**733.5**	**618.3**

Long term borrowing is reclassified as short term borrowing when it is due to be repaid within the next twelve months.

Whilst the 2019/20 Capital Programme was funded notionally by borrowing of £131m, the debt outstanding on the balance sheet at 31 March 2020 has decreased by £115m as the Council's Treasury Management Strategy is to use cash backed reserves, i.e. internal borrowing, in lieu of external borrowing where possible.

Due to historic low interest rates the Council retains minimal cash balances and reduces the use of external borrowing as borrowing rates are substantially higher than investment returns.

The Council's Cash Flow Statement

This shows the reasons for the change in cash, cash equivalents (investments made for a period of less than three months) and the bank balance during the year. The cash balance at 31 March 2020 had increased by £29.5m from 31 March 2019.

Major Acquisitions and Disposals

The Council's significant acquisitions of non-current assets during 2019/20 included;

Various properties at the Courtyard at Royal Mills £1.8m

Properties at Edwin Road, East Manchester £2.9m

Significant disposals in 2019/20 included schools which transferred to academy status. Their value upon disposal was £50.2m. Other significant disposals were:

The former Waverley Care Home site at Hough End £2.1m
Land at Toxteth Street East Manchester £0.8m
Land in West Gorton £2.1m

__Investment in Manchester Airport Group__

The Council's shareholding remains at 35.5%. The Council received significant dividend income during the year from this investment.

__Private Finance Initiatives (PFI)__

PFIs involve a private sector contractor building or improving buildings used in the provision of public services and operating and maintaining the asset for an agreed period of time.

As at 31 March 2020, the Miles Platting Housing, Plymouth Grove Housing, Brunswick Housing, Temple School, Wright Robinson Sports College and Street Lighting PFI schemes were ongoing. The Housing Energy Services PFI ended during 2019/20.

The schemes were funded as follows:

Scheme	Funding Source
Housing schemes	PFI grant and Housing Revenue Account (HRA)
Schools schemes	PFI grant and Dedicated Schools Grant (DSG)
Street Lighting scheme	PFI grant and Council resources

Further details on these schemes are shown in Note 13.

Private Public Partnership (PPP) Schemes

The Council has developed the following PPP Schemes with private sector contractors to provide services to the Council and its residents:

- Manchester Working – during 2006/07 the Council established a partnership arrangement with Morrison PLC for the provision of building maintenance services.
- Indoor Leisure PPP – the renovation, maintenance and management of some indoor leisure facilities has been undertaken via a trust for more than ten years. A contract has again been awarded to Greenwich Leisure Ltd for the operation and maintenance of Leisure Buildings and Provision of Leisure Management Services.
- Wythenshawe Forum PPP – the Council has established a trust, which has responsibility for the renovation, maintenance and facilities management of Wythenshawe Forum.
- Car Parks Partnership – the Council has entered into a partnership with National Car Parks Limited to manage its car parks.

- Eastlands Trust – the Council has established a trust which has responsibility for the management of the National Cycling Centre, the National Squash Centre, the National Taekwondo Centre, the Regional Athletics Centre, the Regional Tennis Centre, the Regional Gymnastics Centre and Belle Vue Leisure Centre / Regional Hockey Facility.

Events after the Balance Sheet Date

Evens after the balance sheet date are those events that occur between the end of the reporting period (i.e. 31 March) and the date when the Statement of Accounts is authorised for issue. The Council is required to disclose any material events as a note to the accounts.

Post balance sheet events have been reviewed up to the date that the accounts have been authorised for issue by the Deputy Chief Executive and City Treasurer.

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The Statement of Responsibilities for the Annual Statement of Accounts

The Council's Responsibilities

The Council is required to:

- make arrangements for the proper administration of its financial affairs and to secure that one of its officers has the responsibility for the administration of those affairs. In this Council, that officer is the Deputy Chief Executive and City Treasurer;
- manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets; and
- approve the statement of accounts.

The Deputy Chief Executive and City Treasurer's Responsibilities

The Deputy Chief Executive and City Treasurer is responsible for the preparation of the Council's and Group's statement of accounts in accordance with proper practices as set out in the CIPFA / LASAAC Code of Practice on Local Authority Accounting in the United Kingdom (the Code).

In preparing this statement of accounts, the Deputy Chief Executive and City Treasurer has:

- selected suitable accounting policies and then applied them consistently;
- made judgements and estimates that were reasonable and prudent; and
- complied with the local authority code.

The Deputy Chief Executive and City Treasurer has also:

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

The statement of accounts gives a true and fair view of the financial position of the Council and Group as at 31 March 2020 and their income and expenditure for the year ended 31 March 2020.

Carol Culley
Deputy Chief Executive and City Treasurer
28 July 2020

Comprehensive Income and Expenditure Statement

This account summarises the resources that have been generated and consumed in providing services and managing the Council during the last year. It includes all day-to-day expenses and related income on an accruals basis, as well as transactions measuring the value of non-current assets actually consumed and the real projected value of retirement benefits earned by employees in the year. A full explanation is provided as part of the introduction to the accounts.

Restated 2018/19 Gross Expenditure £000s	Restated 2018/19 Gross Income £000s	Restated 2018/19 Net Expenditure £000s		Notes	2019/20 Gross Expenditure £000s	2019/20 Gross Income £000s	2019/20 Net Expenditure £000s
			Continuing operations				
245,499	(55,222)	190,277	Adults Social Care		272,674	(60,059)	212,615
31,673	(20,338)	11,335	Homelessness		36,318	(24,491)	11,827
558,948	(401,684)	157,264	Children's Services		567,681	(386,914)	180,767
351,065	(275,571)	75,494	Corporate Core		332,904	(248,094)	84,810
163,413	(48,502)	114,911	Neighbourhoods and Highways		173,851	(52,433)	121,418
95,773	(41,944)	53,829	Growth and Development		86,058	(42,468)	43,590
6,170	(4,278)	1,892	Corporate Items	1	5,492	(11,152)	(5,660)
17,937	0	17,937	Council Wide Costs	2	18,344	0	18,344
75,715	(86,221)	(10,506)	Housing Revenue Account		64,537	(85,088)	(20,551)
1,546,193	**(933,760)**	**612,433**	**Net cost of services**		**1,557,859**	**(910,699)**	**647,160**
			Other operating expenditure				
12,946	(7,215)	5,731	Loss on disposal of non-current assets	23	52,586	(7,129)	45,457
69,097	0	69,097	Levies		68,687	0	68,687
2,567	0	2,567	Payments to government housing capital receipts pool	42a(1)	2,553	0	2,553
84,610	**(7,215)**	**77,395**	**Total other operating expenditure**		**123,826**	**(7,129)**	**116,697**
180,948	(213,683)	(32,735)	Financing and investment income and expenditure	15	166,396	(246,068)	(79,672)
0	(636,303)	(636,303)	Taxation and non-specific grant income and expenditure	16	0	(668,541)	(668,541)
1,811,751	**(1,790,961)**	**20,790**	**Deficit on provision of services**		**1,848,081**	**(1,832,437)**	**15,644**
			Items that will not be subsequently classified in the Deficit of Provision of Services				
		(98,626)	(Surplus) on revaluation of property, plant and equipment assets	43a			(74,559)
		6,682	Impairment losses on non-current assets charged to the Revaluation Reserve	43a			12,357
		85,487	Re-measurements of the net defined benefit liability	45			(319,249)
			Items that will be subsequently classified in Deficit of Provision of Services				
		(2,738)	(Surplus) / deficit from investments in equity instruments designated at fair value through other comprehensive income	43b			980
		(9,195)	**Total other comprehensive income and expenditure**				**(380,471)**
		11,595	**Total comprehensive income and expenditure**				**(364,827)**

Carol Culley
Deputy Chief Executive and City Treasurer

28 July 2020

Movement In Reserves Statement

This statement shows the movement in the year on the different reserves held by the Council, analysed into "usable reserves" (i.e. those that can be applied to fund expenditure) and unusable reserves. The deficit on the Provision of Services line includes accounting adjustments for such items as depreciation that would be a significant cost in a commercial organisation but which do not need to be funded by Council Tax. These are different from the statutory amounts required to be charged to the General Fund Balance and the Housing Revenue Account for council tax setting and dwellings rent setting purposes.

	Note	General Fund Reserves £000s	Housing Revenue Account £000s	Capital Receipts Reserve £000s	Capital Grants Unapplied £000s	Major Repairs Reserve £000s	Total Usable Reserves £000s	Total Unusable Reserves £000s	Total Council Reserves £000s
			Restated					Restated	Restated
Balance at 1 April 2018		**(306,512)**	**(99,939)**	**(72,021)**	**(18,528)**	**(0)**	**(497,000)**	**(1,657,808)**	**(2,154,808)**
Movement in reserves during 2018/19									
Total comprehensive income and expenditure	CIES	26,798	(6,008)	0	0	0	20,790	(9,195)	**11,595**
Adjustments between accounting basis and funding basis under regulations	4b and 12	(74,070)	1,495	(9,839)	(38,988)	(2,913)	(124,315)	124,315	**(0)**
(Increase) or decrease in year		**(47,272)**	**(4,513)**	**(9,839)**	**(38,988)**	**(2,913)**	**(103,525)**	**115,120**	**11,595**
Balance at 31 March 2019		**(353,784)**	**(104,452)**	**(81,860)**	**(57,516)**	**(2,913)**	**(600,525)**	**(1,542,688)**	**(2,143,213)**
Total comprehensive income and expenditure	CIES	31,127	(15,483)	0	0	0	15,644	(380,471)	(364,827)
Adjustments between accounting basis and funding basis under regulations	4b and 12	(59,138)	10,489	(14,989)	(46,538)	485	(109,691)	109,691	0
(Increase) or decrease in year		**(28,011)**	**(4,994)**	**(14,989)**	**(46,538)**	**485**	**(94,047)**	**(270,780)**	**(364,827)**
Balance at 31 March 2020		**(381,795)**	**(109,445)**	**(96,849)**	**(104,055)**	**(2,427)**	**(694,571)**	**(1,813,469)**	**(2,508,040)**

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Appendix 1, Item 7

Balance Sheet

The balance sheet shows the Council's balances on assets (non-current and current), liabilities (long and short-term) and net worth (usable and unusable reserves) at the end of the current and preceding financial year.

Restated 31 March 2019 £000s		Note	31 March 2020 £000s	
	Non-current assets			
2,469,945	Property, plant and equipment	22	2,528,643	
538,272	Heritage assets	25	542,367	
422,814	Investment properties	31	475,227	
352	Intangible non-current assets		324	
136,096	Long-term investment in subsidiaries, associates and joint ventures	34	136,951	
13,035	Other long-term investments	34	12,536	
299,652	Long-term debtors	35	310,231	
3,880,166	**Total non-current assets**			**4,006,279**
	Current assets			
9,017	Short-term investments	34	20,098	
478	Inventories and long-term contracts		505	
272,477	Short-term debtors	35	170,855	
104,477	Cash and cash equivalents	51	133,984	
11,773	Short-term assets held for sale	27	9,474	
344	Intangible current assets	36	0	
398,566	**Total current assets**			**334,916**
4,278,732	**Total assets**			**4,341,195**
	Current liabilities			
(126,283)	Short-term borrowing	41	(32,904)	
(169,805)	Short-term creditors	37	(216,596)	
(32,430)	Short-term provisions	40	(31,570)	
(15,137)	Short-term deferred liabilities	39	(11,453)	
(343,655)	**Total current liabilities**			**(292,523)**
3,935,077	**Total assets less current liabilities**			**4,048,672**
	Long-term liabilities			
(1,360)	Long-term creditors	37	(1,243)	
(63,098)	Long-term provisions	40	(73,159)	
(607,232)	Long-term borrowing	38 & 41	(585,397)	
(148,277)	Long-term deferred liabilities	39	(155,196)	
(19,290)	Capital grants receipts in advance	37	(9,743)	
(952,607)	Pensions liability	45	(715,894)	
(1,791,864)	**Total long-term liabilities**			**(1,540,632)**
2,143,213	**Net assets**			**2,508,040**
	Financed by:			
(600,525)	Usable reserves	42		(694,571)
(1,542,688)	Unusable reserves	43		(1,813,469)
(2,143,213)	**Total reserves**			**(2,508,040)**

Carol Culley
Deputy Chief Executive and City Treasurer

28 July 2020

Cash Flow Statement

The Cash Flow Statement shows the reason for changes in the Council's cash balances (including investments for periods of less than three months) during the year. It shows whether that change is due to operating activities, investing or financing activities (such as repayment of borrowing or other long term liabilities).

Restated 2018/19 £000s		**Note**	**2019/20 £000s**
20,790	Net deficit on the provision of services		15,644
(265,021)	Adjustments to net deficit on the provision of services for non-cash movements	52	(253,999)
148,286	Adjustments for items included in the net deficit on the provision of services that are investing and financing activities	53	144,477
(95,945)	**Net cash flows from operating activities**		**(93,878)**
292,813	Investing activities	55	86,845
(173,553)	Financing Activities	56	(22,474)
23,315	**Net (increase) or decrease in cash and cash equivalents**		**(29,507)**
127,792	Cash and cash equivalents at the beginning of the reporting period		104,477
104,477	**Cash and cash equivalents at the end of the reporting period**	51	**133,984**

Notes to the Core Financial Statements

Note 1. Corporate Items

The table below analyses the figure included in the corporate items line of the Comprehensive Income and Expenditure Statement.

	Restated 2018/19 £000s	2019/20 £000s
Gross Expenditure		
Insurance Costs	3,534	3,439
Apprentice Levy	905	942
Other Central Expenditure	1,731	1,111
	6,170	5,492
Gross Income		
Insurance Income	(258)	(267)
Higher Education Fund Grant	(1,178)	(1,045)
Contribution from CCG	0	(4,000)
Other Grants	(93)	0
Fortuitous Income including events income and rental income	(689)	(1,994)
Other Central Income	(2,060)	(3,846)
	(4,278)	(11,152)
Total Corporate Items	**1,892**	**(5,660)**

Note 2. Council Wide Costs

The table below analyses the figure included in the council wide costs line of the Comprehensive Income and Expenditure Statement.

	2018/19 £000s	2019/20 £000s
Pensions Past Service Costs	1,331	15,894
Financial Asset Impairment in accordance with IFRS9	1,071	547
Depreciation - Non Operational Properties	571	673
Impairment - Non Operational Properties	14,964	1,230
Total Council Wide Costs	**17,937**	**18,344**

Past service costs have increased due to the recognition of liabilities following the McCloud judgement which refers to the Court of Appeal's ruling that public sector pension reforms unlawfully treated existing public sectors differently based upon members ages.

Note 3. Expenditure and Funding Analysis

The Expenditure and Funding Analysis shows for each of the Council's directorates, a comparison of the net expenditure as per the revenue outturn reports to Executive and the net expenditure in the CIES and explains the differences between the two.

2018/19						2019/20				
Restated As reported to Members	Adjustments to arrive at net amount chargeable to the general fund and HRA balances	Net expenditure chargeable to the general fund and HRA balances	estated Adjustments between funding and accounting basis	Restated Net expenditure in the Comprehensive Income and Expenditure Statement		As reported to Members	Adjustments to arrive at net amount chargeable to the general fund and HRA balances	Net expenditure chargeable to the general fund and HRA balances	Adjustments between funding and accounting basis	Net expenditure in the Comprehensive Income and Expenditure Statement
£000	£000	£000	£000	£000		£000	£000	£000	£000	£000
	Note 4a		Note 4b				Note 4a		Note 4b	
183,586	(1,348)	182,238	8,039	190,277	Adult Social Care	205,222	(1,091)	204,131	8,484	212,615
10,711	(611)	10,100	1,235	11,335	Homelessness	14,235	(3,828)	10,407	1,420	11,827
119,877	5,773	125,650	31,614	157,264	Children's Services	122,491	19,696	142,187	38,580	180,767
66,206	(8,235)	57,971	17,523	75,494	Corporate Core	66,814	3,186	70,000	14,810	84,810
75,794	(8,288)	67,506	47,405	114,911	Neighbourhoods and Highways	97,256	(21,556)	75,700	45,718	121,418
4,776	20,394	25,170	28,659	53,829	Growth and Development	5,454	14,964	20,418	23,172	43,590
13,030	(10,067)	2,963	(1,071)	1,892	Corporate Items	5,294	(10,958)	(5,664)	4	(5,660)
0	0	0	17,937	17,937	Council Wide Costs	0	0	0	18,344	18,344
(4,512)	(4,498)	(9,010)	(1,496)	(10,506)	Housing Revenue Account	(4,993)	(5,068)	(10,061)	(10,490)	(20,551)
469,468	(6,880)	462,588	149,845	612,433	Net Cost of Services	511,773	(4,655)	507,118	140,042	647,160
(473,718)	(40,655)	(514,373)	(77,270)	(591,643)	Other Income and Expenditure	(516,074)	(24,047)	(540,121)	(91,395)	(631,516)
(4,250)	(47,535)	(51,785)	72,575	20,790	Deficit on Provision of Services	(4,301)	(28,702)	(33,003)	48,647	15,644
Opening General Fund and HRA Reserves		404,830				Opening General Fund and HRA Reserves		458,237		
IFRS9 restatement		1,622				IFRS9 restatement		0		
Surplus on General Fund and HRA Reserves in year		51,785				Surplus on General Fund and HRA Reserves in year		33,003		
Closing General Fund and HRA Reserves at 31 March		458,237				Closing General Fund and HRA Balance at 31 March		491,240		

The Neighbourhoods and Highways reported to members figure in 2019/20 has increased due to the reversal of a one off transfer from the waste levy to the transport levy (shown within other income and expenditure) of £17.645 m.

Adjustments to arrive at the net amount chargeable to the general fund and HRA balances (shown in note 4a) include those that have to be shown in different lines in the CIES from where they are reported in the outturn report (e.g. interest paid or received, impairment of bad debt provisions), transfers to or from reserves that are shown in the MIRS but are included within the figures reported in the outturn and recharges between services that have to be excluded from the CIES.

Adjustments between funding accounting basis (shown in note 4b) are items excluded from the reported outturn as they are technical adjustments that net to nil across council services but are required to be shown within the CIES. These are classified as either capital, pensions, collection fund or other adjustments. Further detail is shown in note 4.

The split of the general fund and HRA reserves is shown in the movement in reserves statement.

Note 4. Note to the Expenditure and Funding Analysis

(a) Adjustments to arrive at net amount chargeable to the general fund and HRA balances 2018/19				
Other Adjustments	Restated Adjustments relating to other income and expenditure (i) £000	Restated Adjustments relating to transfers to / from reserves (ii) £000	Restated Adjustments relating to internal recharges (iii) £000	Restated Total Adjustments £000
Adults Social Care	0	148	(1,496)	(1,348)
Homelessness	277	(515)	(373)	(611)
Children's Services	2,035	4,716	(978)	5,773
Corporate Core	2,214	(13,714)	3,265	(8,235)
Neighbourhoods and Highways	(13,405)	6,509	(1,392)	(8,288)
Growth and Development	13,918	5,678	798	20,394
Corporate Items	(9,855)	(388)	176	(10,067)
Council Wide	0	0	0	0
Housing Revenue Account	(4,498)	0	0	(4,498)
Net Cost of Services	(9,314)	2,434	0	(6,880)
Other Income and Expenditure from the Expenditure and Funding Analysis	9,314	(49,969)	0	(40,655)
Difference between General Fund and HRA Surplus and Comprehensive Income and Expenditure Statement Deficit on the Provision of Services	0	(47,535)	0	(47,535)

(a) Adjustments to arrive at net amount chargeable to the general fund and HRA balances 2019/20				
Other Adjustments	Adjustments relating to other income and expenditure (i) £000	Adjustments relating to transfers to / from reserves (ii) £000	Adjustments relating to internal recharges (iii) £000	Total Adjustments £000
Adults Social Care	(315)	1,805	(2,581)	(1,091)
Homelessness	0	183	(4,011)	(3,828)
Children's Services	2,022	17,629	45	19,696
Corporate Core	(3,734)	98	6,822	3,186
Neighbourhoods and Highways	(24,766)	7,002	(3,792)	(21,556)
Growth and Development	13,753	927	284	14,964
Corporate Items	(10,191)	(998)	231	(10,958)
Council Wide	0	0	0	0
Housing Revenue Account	(5,068)	0	0	(5,068)
Net Cost of Services	(28,299)	26,646	(3,002)	(4,655)
Other Income and Expenditure from the Expenditure and Funding Analysis	28,299	(55,348)	3,002	(24,047)
Difference between General Fund and HRA Surplus and Comprehensive Income and Expenditure Statement Deficit on the Provision of Services	0	(28,702)	0	(28,702)

(i) Adjustments relating to other income expenditure include levies, PFI grants, transactions relating to investment properties and service specific interest payments and receipts which are reported as part of service costs in the outturn report but are not included in net cost of services in the CIES.

(ii) Transfers to and from reserves which are included in the outturn report but are not shown within the CIES.

(iii) Internal recharges between services are included in the outturn report but are not shown within the CIES.

(b) Adjustments between Funding and Accounting Basis 2018/19				
Adjustments between funding and accounting basis	Restated Adjustments for Capital Purposes (i) £000	Pension Adjustments (ii) £000	Collection Fund Adjustments (iii) £000	Other Adjustments (iv) £000
Adults Social Care	1,453	6,583	0	3
Homelessness	0	1,235	0	0
Children's Services	12,404	19,763	0	(553)
Corporate Core	6,278	11,244	0	1
Neighbourhoods and Highways	39,745	7,655	0	5
Growth and Development	25,288	3,382	0	(11)
Corporate Items	(1,071)	0	0	0
Council Wide Costs	16,606	1,331	0	0
Housing Revenue Account	(1,733)	237	0	0
Net Cost of Services	98,970	51,430	0	(555)
Other Income and Expenditure from the Expenditure and Funding Analysis	(95,839)	10,412	5,636	2,521
Difference between General Fund and HRA Surplus and Comprehensive Income and Expenditure Statement Deficit on the Provision of Services	3,131	61,842	5,636	1,966

(b) Adjustments between Funding and Accounting Basis 2019/20				
Adjustments between funding and accounting basis	Adjustments for Capital Purposes (i) £000	Pension Adjustments (ii) £000	Collection Fund Adjustments (iii) £000	Other Adjustments (iv) £000
Adults Social Care	1,316	7,160	0	8
Homelessness	0	1,418	0	2
Children's Services	15,994	22,462	0	124
Corporate Core	3,502	11,303	0	5
Neighbourhoods and Highways	38,020	7,690	0	8
Growth and Development	19,664	3,538	0	(30)
Corporate Items	0	0	0	4
Council Wide Costs	2,450	15,894	0	0
Housing Revenue Account	(10,657)	167	0	0
Net Cost of Services	70,289	69,632	0	121
Other Income and Expenditure from the Expenditure and Funding Analysis	(116,625)	12,900	5,904	6,426
Difference between General Fund and HRA Surplus and Comprehensive Income and Expenditure Statement Deficit on the Provision of Services	(46,336)	82,532	5,904	6,547

(i) Adjustments relating to capital include depreciation, amortisation of intangible assets impairment, revenue funded from capital under statute, movements in investment property valuations, gain / loss on disposal of non current assets, capital grants and contributions, HRA PFI adjustments, minimum revenue provision and revenue contribution to capital outlay.

(ii) Adjustments relating to pensions are the removal of employee pension costs for the Local Government Pension Scheme and their replacement with current service costs and past service costs plus the net interest on the defined pension liability.

(iii) This represents the difference between what is chargeable under statutory regulations for council tax and NNDR i.e. the amount estimated in the preceding January and the actual income due on an accruals basis. This difference and is held within the Collection Fund.

(iv) Other adjustments include soft loans, employee benefit accruals and the payment to the housing capital receipts pool.

Note 5. Prior Period Restatement

The prior period is restated so that 2018/19 is presented in a comparable way to 2019/20.

Service Expenditure and Income

Expenditure and income on services are shown in the Comprehensive Income and Expenditure Statement in accordance with the CIPFA Code of Practice on Local Authority Accounting in the United Kingdom.

The Code requires that authorities present expenditure and income on services on the basis of its 'reportable segments'; these are based on the Council's internal management reporting structure.

The 2018/19 gross income and expenditure figures have been restated to reflect transfers of services between directorates in 2019/20. These include the transfer of Youth Services from Children's Services to Neighbourhoods and Highways and the transfer of the Fixed Penalty Enforcement service from Neighbourhoods and Highways to Corporate Core.

In addition revised guidance has been produced by CIFPA that contributions to provisions for the impairment of debt should be shown within financing and investment income and expenditure rather than within net cost of services. In order to provide a consistent comparison the 2018/19 figures have been restated.

A shortfall in impairment in 2018/19 on Council dwellings relating to the Brunswick PFI has been corrected. This has resulted in an increase in the deficit shown on in the Comprehensive Income and Expenditure Statement of £12.403m in 2018/19. This also results in an increase in Total Comprehensive Income and Expenditure of £12.403m.

The tables below shows how the net expenditure, gross expenditure and gross income have been restated.

	As reported in the 2018/19 CIES £000	Transfer of services between directorates £000	Contributions to / (from) provisions for impairment of debt £000	Additional impairment £000	As restated 2018/19 £000
Net Expenditure					
Directorate Line					
Adults Social Care	193,339	(3,062)	0	0	190,277
Homelessness	11,058	0	277	0	11,335
Children's Services	157,264	0	0	0	157,264
Corporate Core	91,617	(14,827)	(1,296)	0	75,494
Neighbourhoods and Highways	102,849	17,889	(5,827)	0	114,911
Growth and Development	54,099	0	(270)	0	53,829
Corporate Items	1,877	0	15	0	1,892
Council Wide Costs	17,937	0	0	0	17,937
Housing Revenue Account	(22,354)	0	(555)	12,403	(10,506)
Total Net Cost of Services	607,686	0	(7,656)	12,403	612,433
Financing and Investment Income and Expenditu	(40,391)	0	7,656	0	(32,735)
Total	567,295	0	0	12,403	579,698

Gross Expenditure					
Directorate Line					
Adults Social Care	248,592	(3,093)	0	0	245,499
Homelessness	31,396	0	277	0	31,673
Children's Services	558,948	0	0	0	558,948
Corporate Core	339,617	12,744	(1,296)	0	351,065
Neighbourhoods and Highways	178,891	(9,651)	(5,827)	0	163,413
Growth and Development	96,043	0	(270)	0	95,773
Corporate Items	6,155	0	15	0	6,170
Council Wide Costs	17,937	0	0	0	17,937
Housing Revenue Account	63,867	0	(555)	12,403	75,715
Total Net Cost of Services Gross Expenditure	1,541,446	0	(7,656)	12,403	1,546,193
Financing and Investment Income and Expenditu	173,292	0	7,656	0	180,948
Total	1,714,738	0	0	12,403	1,727,141

Gross Income					
Directorate Line					
Adults Social Care	(55,253)	31	0	0	(55,222)
Homelessness	(20,338)	0	0	0	(20,338)
Children's Services	(401,684)	0	0	0	(401,684)
Corporate Core	(248,000)	(27,571)	0	0	(275,571)
Neighbourhoods and Highways	(76,042)	27,540	0	0	(48,502)
Growth and Development	(41,944)	0	0	0	(41,944)
Corporate Items	(4,278)	0	0	0	(4,278)
Council Wide Costs	0	0	0	0	0
Housing Revenue Account	(86,221)	0	0	0	(86,221)
Total Net Cost of Services Gross Income	(933,760)	0	0	0	(933,760)
Financing and Investment Income and Expenditu	(213,683)	0	0	0	(213,683)
Total	(1,147,443)	0	0	0	(1,147,443)

Other Statements

Balance sheet

The value of Plant, Property and Equipment has reduced from £2,524,630,000 to £2,469,945,000 (£54,685,000 in total) at 31 March 2019 due to cumulative impairment in the value of Council Dwellings relating to properties in the Brunswick PFI. This is matched by a reduction in unusable reserves (capital adjustment account) from £1,597,373,000 to £1,542,688,000. This related to £12,403,000 in 2018/19 and £42,282,000 in earlier years.

Movement in Reserves Statement

The reduction in unusable reserves and increase in the Total Comprehensive Income and Expenditure on the Consolidated Income and Expenditure Statement referred to in the previous sections are reflected in the Movement in Reserves Statement.

Cash Flow Statement

The cash flow statement reflects the increased deficit on the CIES from £8,387,000 to £20,790,000 and a corresponding increase in the adjustment for non cash movements from £252,618,000 to £265,021,000.

Group Accounts

These amendments have also been reflected in the Group Accounts.

None of the restatements in this note reflect the usable reserves of the Council or its Group.

Note 6. Impact of Accounting Changes Issued But Not Yet Adopted

The Code of Practice on Local Authority Accounting requires the Council to disclose information relating to the impact of an accounting change that will be required by a new standard that has been issued but not yet adopted by the 2019/20 Code.

The Code has introduced changes in accounting policies which will be required from 1 April 2020 and will therefore be valid for the 2020/21 accounts. The changes introduced by the 2020/21 Code that will be adopted by the Council and its Group are:

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

IAS28 Investments in Associates and Joint Ventures – this amendment clarifies that the exclusion in IFRS9 Financial Instruments, relating to the impairment of long term interests in associates and joint ventures, applies only to interests that a company accounts for using the equity method.

Annual improvements to IFRS Standards 2015 – 2017 Cycle

These improvements relate to the following:

- IFRS 3 Business Combinations and IFRS11 Joint Arrangements. The amendment to IFRS clarifies that when an entity obtains control of a business that is a joint operation it re-measures previously held interests in that business. The amendments to IFRS11 clarifies that when an entity obtains joint control of a business that is a joint operation it does not re-measure previously held interests in that business.
- IAS12 Income Taxes. This amendment clarifies the income tax consequences of dividends.
- IAS23 Borrowing Costs. This amendment clarifies the calculation of the capitalisation rate on general borrowings.

IAS19 Employee Benefits – if a plan amendment, curtailment or settlement occurs it will be mandatory that the current service cost and the net interest for the period after the re-measurement are determined using the assumptions used for the re-measurement. In addition the amendment has clarified requirements regarding the asset ceiling.

These changes are not expected to have a material impact on the Council's single entity or group accounts.

Note 7. Accounting Concepts and Policies

The Statement of Accounts summarises the Council's transactions for the 2019/20 financial year and its position at the year-end 31 March 2020. The Council is required to prepare an Annual Statement of Accounts by the Accounts and Audit Regulations 2015 which require the accounts to be prepared in accordance with proper accounting practices. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2019/20 (The Code) issued by the Chartered Institute of Public Finance and Accountancy (CIPFA), supported by International Financial Reporting Standards (IFRS) and statutory guidance issued under Section 21(2) of the Local Government Act 2003.

As local authorities need to reflect statutory conditions, specific statutory adjustments are complied with so that the Council's accounts present a true and fair view of the financial position and transactions of the Council. All accounting policies are disclosed where they are material.

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.

7.1. Underlying Assumptions

7.1.1 Going Concern

The Accounting Code, (standard IAS 1) requires management to make an assessment of an entity's ability to continue as a going concern and to disclose any material uncertainties related to events or conditions that may cast significant doubt upon the entity's ability to continue as a going concern. The authority discloses that the accounts have been prepared on a going concern basis and that the Council will continue in existence for the foreseeable future.

This assumption is made because local authorities carry out functions essential to the local community and are themselves revenue-raising bodies (with limits on their revenue-raising powers arising at the discretion of central government). If an authority were in financial difficulty, the prospects are that alternative arrangements might be made by central government either for the continuation of the services it provides or for assistance with the recovery of a deficit over more than one financial year. The Code is clear that transfers of services under combinations of public sector bodies (such as local government reorganisation) do not negate the presumption of going concern. However, if there are material concerns about the financial health of the authority this would be raised as part of the statutory responsibilities of the Section 151 Officer.

The accounts have been prepared on the assumption that the Council will continue and there are no material concerns over its financial position which would impact on this conclusion.

Going Concern of Companies within the Council's Group has also been considered as follows-

Manchester Airports Holdings Ltd (MAHL)

The directors of MAHL have prepared their financial statements on a going concern basis. In assessing the going concern position, the directors have considered the potential impact of COVID-19 on the cash flow and liquidity, over the next 12 months, together with the corresponding impact on the covenants associated with the financing arrangements leading up to the next covenant test in September 2021.

The current economic conditions resulting from the COVID-19 pandemic have had a significant impact on activity levels from March 2020 onwards. The impacts upon the general economy and the airline industry specifically have continued into 2020/21.

MAHL is subject to financial covenants on its Bonds and Bank facilities, being leverage (Net Debt / EBITDA (earnings before interest, tax, depreciation and amortisation)) and interest cover (EBITDA less tax / net finance charges). The covenants are tested half yearly on 31 March and 30 September. As at 31 March 2020 MAHL had complied with both of its covenants.

At the year ended 31 March 2020 MAHL had significant financial liquidity available of £281.3m comprising cash in hand of £271.3m together with £10m in undrawn committed overdraft facilities. MAHL also has access to a committed £90m Liquidity Facility to ensure interest payment obligations can be kept current for over 12 months. It does not currently expect to utilise the Liquidity Facility.

Despite entering the crisis in a strong financial position, as a consequence of COVID-19 and the subsequent expected impact on EBITDA over the next 12months, MAHL would not have been able to avoid breaching its covenants when next tested at 30 September 2020.

MAHL has therefore acted promptly and successfully implemented a strategic financing response. This includes significant cash mitigation measures across costs and capital expenditure, including reducing future forecast expenditures by over £380m over the next 2 years; recently securing receipt of £300m of additional funding from its shareholders; together with MAHL's property book currently held for resale as part of a review of its portfolio, with realisation of proceeds significantly in excess of £400m expected to be completed well within the next 15 months. All which together with MAHL's strong liquidity position at 31 March provides adequate levels of funding beyond the next 12 months.

In addition MAHL has obtained comprehensive bank and bondholder support for its response, including obtaining waivers on its next two 6 monthly financial covenant tests at 30 September 2020 and 31 March 2021, removing any risk on financial covenants during the next financial year.

The actual impact of COVID-19 is expected to become clearer over the course of this financial year. In recent weeks the level of infection has been falling in most countries, appropriate manageable protocols have been established for a safe return to air travel, governments are progressively beginning to reopen the borders, and flying has re-commenced. The expectation is that international markets will soon reopen fully with a gradual recovery of traffic through this year.

Management have also considered reasonable downside scenarios for the business through 2021 and into 2022. The actions put in to place by MAHL through its financing response, including the debt-holder consents obtained, mean that MAHL's next covenant test is not measured until September 2021, with a reporting date of December 2021, beings periods of 15 months and 19 months respectively from the date of signing of the accounts. MAHL is therefore not expected to be in breach of its financial covenants, even in a downside scenario, for a period in excess of 12 months.

In addition, taking into account the previously outlined level of cash, new equity funding, and realisation of property, the directors are confident that MAHL has sufficient funds to allow it to operate throughout this period even in reasonable downside scenarios.

MAHL also has a window, in excess of 12 months, to consider and address any emerging new or more significant risks in relation to its financial position or for future financial covenant testing dates from September 2021 onwards. Potential actions would include aligning capital investment, operating costs and aviation tariffs with a lower traffic environment; sourcing additional financial support to remedy any short-term shortfalls; or negotiating waivers with the holders for any potential breach of future financial problems beyond the current consent period.

The potential future impact of COVID-19 creates considerable uncertainty in the aviation industry and subsequent travel volumes. Therefore there is a risk that in the event of an extended period of severe trading downsides MAHL might not meet the financial ratios for its September 2021 covenant test. Following its recent strategic response to the current impact of COVID-19, MAHL would expect to be able to solve the issue through a number of measures available to it, including potentially negotiating further waivers. Nevertheless the possibility of a covenant breach at the end of September 2021 and the subsequent need to seek a waiver at that time or to take other action, cannot be excluded given the current uncertainty and as such represents a material uncertainty that may cast significant doubt on the ability to continue as a going concern and, therefore to continue realising its assets and discharging its liabilities in the normal course of business. The financial statements do not include any adjustments that would be necessary if the going concern basis was inappropriate.

However, having considered all the relevant requirements, including MAHL's financial position, likely forecasts and reasonable downsides, together with actions available to mitigate impacts and the time period available to act, the Directors consider it appropriate to adopt a going concern basis for the preparation of the financial statements, and the directors have an expectation that MAHL will have adequate resources to continue to operate for the foreseeable future.

The Board has agreed the following:

- To confirm that MAHL is a going concern over the period to 31 March 2021 for the purposes of preparing and approving the Annual Report and Accounts for the year ended 31 March 2020, based on the information and analysis provided.
- To confirm, based on the assessment of viability of MAHL over a three year period, that the directors have a reasonable expectation that MAHL will be able to continue in operation, and meet its liabilities as they fall due, over the period to 31 March 2023.

Destination Manchester Ltd.

Information to be included after Board approval on 28 July 2020.

7.2. Accounting Policies

7.2.1 Property, Plant and Equipment (PPE)

Property, Plant and Equipment assets have physical substance and are held for use in the provision of services or for administrative purposes and are expected to be used for more than one year (e.g. land and buildings).

Expenditure on the acquisition, creation and enhancement of property, plant and equipment has been capitalised on an accruals basis provided that it yields benefit to the Council, and the services it provides, for more than one financial year. Expenditure on repairs and maintenance is charged to revenue as it is incurred.

Capital expenditure is initially added to the value of an asset but if expenditure is not considered to increase the value of the asset the value is reduced by this expenditure.
In addition all property, plant and equipment, where expenditure in excess of £500,000 has been incurred during 2019/20, have been considered by the Council’s Valuers who have quantified the amount of impairment.

Measurement

Property, plant and equipment are initially shown on the Balance Sheet at cost, comprising the purchase price and all expenditure that is directly attributable to bringing the asset into working condition for its intended use. The Council does not capitalise borrowing costs incurred whilst the assets are under construction. The assets are then revalued using methods of valuation on the basis recommended by CIPFA and in accordance with the guidance notes issued by the Royal Institution of Chartered Surveyors (RICS).

Land and buildings and other operational assets are valued at current value, determined as the value that would be paid for the asset in its existing use. Where sufficient market evidence is not available, for example schools and leisure centres, current value is estimated at depreciated replacement cost, using the modern equivalent asset method.

Short life assets, such as vehicles, are held at depreciated historical cost as a proxy for current value on the grounds of materiality.

Council dwellings are valued at existing use value – social housing.

Community assets and infrastructure are measured at depreciated historical cost.

Assets under construction are held at historical cost and are not depreciated until brought into use.

Surplus assets are valued at fair value based on the highest or best use of the asset from a market participant's perspective. These are assets that are not in use by the Council but do not meet the definition of investment property or assets held for sale. Surplus assets mainly relate to land that is being held for regeneration purposes and future sale.

Council dwellings are revalued annually. Other assets included in the Balance Sheet at current or fair value are valued sufficiently regularly to ensure that their carrying amount is not materially different from their value at year end, but as a minimum every five years.

Valuations have a valuation date of 1 April 2019. Any material change that occurs after the valuation date is taken account of in the balance sheet value.

Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains. Where the increase is reversing a previous loss charged to the Deficit on the Provision of Services on the same asset, the increase in valuation is credited to the Comprehensive Income and Expenditure Statement.

Where decreases in value are identified and there is a balance of revaluation gains in the Revaluation Reserve relating to the asset, the value of the asset is written down against that balance (up to the amount of the accumulated gains). Where there is a nil or insufficient balance in the Revaluation Reserve the value of the asset is written down against the relevant service line in the Comprehensive Income and Expenditure Statement.

Where revaluation gains or losses are credited or charged to the Comprehensive Income and Expenditure Statement they are reversed in the Movement in Reserves Statement to the Capital Adjustment Account.

The Revaluation Reserve contains gains recognised since 1 April 2007 only, the date of its formal implementation. Revaluation gains arising before that date are included in the Capital Adjustment Account.

The land and building elements of all properties are valued separately and treated as separate assets for accounting purposes. In addition to this and subject to an appropriate materiality level, any individual component within buildings which has a cost that is significant in relation to the total cost of the building is accounted for separately unless the components have a similar useful life to the main building.

In considering assets for potential componentisation (i.e. the significant elements of the asset are valued separately) the Council has included all general fund buildings with a carrying value of more than £2m. Within each building the Council has set the threshold for recognition of components as 20% of the cost of the building. The following components have been valued separately in council dwellings – main building, roof, windows, external doors, kitchens, bathrooms, heating and electrical systems.

7.2.2 Depreciation on Property, Plant and Equipment

Depreciation has been calculated using a straight-line method (i.e. apportioned equally over each year of the life of the asset) for all assets. The estimated useful life of each property is determined by a qualified valuer. Land and assets not yet available for use (assets under construction) are not depreciated. Each component of property, plant and equipment that is considered to be significant in relation to the total cost of the asset is depreciated separately based on its estimated useful life.

Depreciation is charged to the service with a corresponding reduction in the value of the asset. The depreciation charge is reversed in the Movement in Reserves Statement and a transfer made to the Capital Adjustment Account. Residual values, useful lives and depreciation methods are reviewed at each financial year end.

Depreciation has been charged to the Housing Revenue Account (HRA) in accordance with proper practices and credited to the Major Repairs Reserve (MRR).

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 charged on their historical cost being transferred from the Revaluation Reserve to the Capital Adjustment Account.

7.2.3 Derecognition of Property, Plant and Equipment

An item of property, plant or equipment is derecognised by disposal or when no future economic benefit or service potential is expected from its use.

The carrying amount of a replaced or restored part of an asset is derecognised with the carrying amount of the new component being recognised.

When an asset is disposed of the carrying amount of the asset in the Balance Sheet is written off to Other Operating Expenditure within the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal. Sale proceeds from disposals are credited to the same line in the Comprehensive Income and Expenditure Statement also as part of the gain or loss on disposal.

Any revaluation gains on the Revaluation Reserve, for assets disposed of or decommissioned, are transferred to the Capital Adjustment Account.

Income from an asset disposal in excess of £10,000 is classed as a capital receipt. Capital receipts from Right to Buy (RTB) sales of council dwellings are pooled between the Council and central government. The net RTB receipts received (after reduction of regional transaction costs and allowable debt) are split based on a share ratio provided by central government. If the government share of capital receipts, as calculated by the Office of Budget Responsibility, is exceeded the Council retains the remainder of the receipts to be used for the provision of new homes. If these receipts are not used within three years they must be returned to the government (with interest at 4% above base rate). Non-RTB receipts are exempt from the capital pooling rules.

The balance of capital receipts is credited to the Capital Receipts Reserve and used to fund new capital expenditure or repay debt.

The written off value of disposals is reversed through the Movement in Reserves Statement to the Capital Adjustment Account.

7.2.4 Private Finance Initiatives (PFIs) and Similar Contracts

PFI and similar contracts (service concessions) are agreements to receive services where the responsibility for making available the property, plant and equipment needed to provide the services passes to the contractor. As the Council is deemed to control the services that are provided under the contract and as ownership of the property, plant and equipment will pass to the Council at the end of the contract for no additional charge, the Council holds the Property, Plant and Equipment used under the contracts on its Balance Sheet.

The original introduction of these assets onto the balance sheet is matched by the recognition of a deferred liability for amounts due to the operator to pay for the assets. Where the assets come into use at different stages the asset and matching liability are introduced in stages. For some PFI schemes the liability is written down by an initial capital contribution. This capital contribution was either in the form of a cash contribution or assets transferred to the contractor.

Property, Plant and Equipment relating to PFIs and similar contracts, recognised on the Balance Sheet, is revalued, depreciated and impaired in the same way as other property, plant and equipment owned by the Council.

The amounts payable to the operator each year are analysed as follows:

- Value of the service received (including facilities management) during the year - debited to the relevant service line in the Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement.
- Interest cost based on the outstanding deferred liability - debited to the Financing and Investment Income and Expenditure line in the Deficit on the Provision of Services.
- Payment towards liability - debited to the deferred liability on the Balance Sheet thus reducing the liability. For non-HRA contracts this reduction in the charge in the Deficit on the Provision of Services is replaced by an equivalent amount of Minimum Revenue Provision (MRP) in the Movement in Reserves Statement. For HRA contracts this reduction in unitary charge is reversed in the Movement in Reserves Statement to the Capital Adjustment Account.
- Lifecycle replacement costs - these are posted to the Balance Sheet as a prepayment and then included as additions to Property, Plant and Equipment when the works are carried out. Where lifecycle costs can be identified as capital in nature they have been recognised as capital expenditure. This expenditure relates to enhancements or replacement of assets.

Government grants received towards the funding of general fund PFI related payments are shown within the Taxation and Non-specific Grant Income line in the Comprehensive Income and Expenditure Statement. HRA PFI related grants are shown within the HRA income line in the Comprehensive Income and Expenditure Statement.

7.2.5 Heritage Assets

Heritage assets are those assets that are intended to be preserved for future generations because of their cultural, environmental or historical associations. They are held by the Council in pursuit of its overall objectives in relation to the maintenance of heritage. Heritage assets include civic regalia, museum and gallery collections and works of art. Community assets (including parks and cemeteries) are not heritage assets, but are accounted for as property, plant and equipment.

Operational heritage assets (i.e. those that, in addition to being held for their heritage characteristics, are also used by the Council for other activities or to provide other services) are accounted for as operational assets rather than heritage assets and valued in the same way as other assets of that general type (e.g. buildings such as Central Library).

Heritage assets are shown in the Balance Sheet at market value where this is available. For those assets where no market value is available the insurance valuation is used. Where a valuation is not available and cannot be obtained at a cost which is commensurate with the benefits to the users of the financial statements the assets are held at cost. Where the cost information is not available they are not recognised in the balance sheet.

Depreciation is not provided for as these assets are considered to have infinite lives. Any impairment is recognised and measured in accordance with the Council's general policies on impairment (policy 7.2.8). The proceeds of any disposals are accounted for in accordance with the Council's general provisions relating to the de-recognition of property, plant and equipment (policy 7.2.3).

7.2.6 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 provide services by the Council or is held for sale.

Investment Properties are initially measured at cost. After initial recognition they are measured at fair value - highest and best use. The fair value reflects market conditions at the balance sheet date. A gain or loss arising from a change in the fair value of investment property is recognised in the Financing and Investment Income and Expenditure line within the Comprehensive Income and Expenditure Statement.

Investment Properties are not depreciated but are revalued annually according to market conditions at year end.

An investment property is derecognised on disposal. Gains or losses arising from the disposal are recognised in the Financing and Investment Income and Expenditure line within the Comprehensive Income and Expenditure Statement.

Revaluation and disposal gains and losses are reversed in the Movement in Reserves Statement and posted to the Capital Adjustment Account and sale proceeds over £10,000 to the Capital Receipts Reserve.

Rentals received in relation to investment properties are credited to the Financing and Investment income line in the Other Comprehensive Income and Expenditure Statement.

7.2.7 Schools

In accordance with the Code of Practice on Local Authority Accounting the Council has assessed the legal framework underlying each school. The Council controls the non-current assets of community schools and foundation schools, vested with the governing body as trustee, as future economic benefits associated with the assets will flow to the Council and therefore the land and buildings of those schools are shown on the Council's balance sheet. The land and buildings of voluntary aided, voluntary controlled and foundation schools, where the trust is not the governing body are owned and controlled by the trustees of the schools or the foundation body and are therefore not shown on the balance sheet of the Council.

Any schools held on the balance sheet, which are transferred to academy status form part of the loss on disposal of non-current assets. This includes schools managed under a PFI contract.

Capital expenditure on schools shown on the Council's balance sheet is added to the value of those schools. Capital expenditure on schools not on the Council's balance sheet is treated as REFCUS (Revenue Expenditure Funded from Capital under Statute) expenditure and written off each year to the Comprehensive Income and Expenditure Statement as part of the Children's Services line. This is reversed out through the Movement in Reserves Statement and a transfer made to the Capital Adjustment Account.

All revenue income, expenditure, assets and liabilities of maintained schools, after the removal of transactions between schools and the Council, are included in the Council's single entity accounts.

Individual schools' balances are included in the balance sheet of the Council as any unspent delegated schools budget remains the property of the Council although these can only be spent by the school.

The Dedicated Schools Grant is allocated between the central council budgets and budgets allocated to individual schools (delegated school budgets). Expenditure from central council budgets and delegated schools budgets is charged to the Comprehensive Income and Expenditure Statement as part of the Children's Services line.

7.2.8 Impairment

Assets are reviewed for impairment at the end of each reporting period. Examples of impairment include a significant reduction in a specific assets value and evidence of physical damage (e.g. fire damage).

The amount of impairment is charged to the Revaluation Reserve to the extent that the impairment does not exceed the amount in the Revaluation Reserve for the same asset. Thereafter the impairment is charged to the Deficit on the Provision of Services.

This charge is reversed out through the Movement in Reserves Statement to the Capital Adjustment Account.

Where an impairment loss is subsequently reversed (for example if the damage is made good), the reversal is credited to the relevant service line 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.

7.2.9 Provision for Redemption of Debt

The Council is required to make provision for the repayment of an element of the accumulated General Fund capital expenditure, financed by borrowing, through a revenue charge, in accordance with the Minimum Revenue Provision (MRP) requirements. Regulations replaced the detailed formula for calculating MRP with a requirement to be prudent. The MRP policy (which details the basis of the provision) is agreed annually by the Council within the Treasury Management Strategy.

For all non-HRA capital expenditure funded by supported borrowing, otherwise known as supported capital expenditure, the Council's policy is to charge 2% of the capital financing requirement

For all non-HRA unsupported borrowing MRP is calculated using the estimated life of the asset. Dependent upon the nature of the capital expenditure, a straight line (equal amount of MRP over the life of the asset) or annuity method (equal amount of MRP plus interest over the life of the asset) is used to link MRP to the future flow of benefits from the asset.

Where capital expenditure is incurred through providing loans to organisations, and those loans are indemnified or have financial guarantees protecting against loss, no MRP is charged in relation to the capital expenditure.

MRP starts in the year after the capital expenditure is incurred or in the case of new assets, in the year following the asset coming into use.

MRP is provided for non-HRA PFI related assets on the Council's Balance Sheet. This equates to the amount of unitary charge charged against the deferred liability on the Balance Sheet.

There is no MRP charge to the Housing Revenue Account.

7.2.10 Revenue Expenditure Funded From Capital under Statute

Revenue Expenditure Funded from Capital under Statute (REFCUS) is expenditure of a capital nature that does not result in the creation of a non-current asset on the Balance Sheet. These are generally grants and expenditure on property not owned by the Council. Expenditure is charged to the Deficit on the Provision of Services as it is incurred. This is reversed out through the Movement in Reserves Statement and a transfer made to the Capital Adjustment Account.

Details of the accounting policy relating to grants and external contribution funding of REFCUS expenditure is shown in policy 7.2.15c.

7.2.11 Non-Current Assets held for Sale

When it becomes probable that the carrying amount of an asset will be recovered principally through a sale transaction rather than its continued use it is reclassified as an asset held for sale. Before an asset can be classed as held for sale it must be available for immediate sale in its present condition, the sale must be highly probable, the asset must be actively marketed and the sale should be expected to be completed within one year of the date of classification. In situations where it is not necessary to carry out active marketing, for example because the Council is able to identify prospective purchasers willing to pay a reasonable price without marketing (such as transfers to a joint venture) or because a buyer initiates the transaction (such as right to buy sales), this test is not applicable. Where events or circumstances extend the period beyond one year and there is sufficient evidence that the Council remains committed to the plan to sell the assets they are classed as long-term assets held for sale.

The held for sale asset is carried at the lower of the carrying amount or the fair value less costs to sell. Where this results in a loss in value this loss is posted to Other Operating Expenditure in the Comprehensive Income and Expenditure Statement. Once an asset is classed as held for sale it is no longer depreciated.

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

7.2.12 Accruals of Income and Expenditure

Activity is accounted for in the year that it takes place, not when cash payments are made or received. In particular, revenue from the sale of goods is recognised when the Council transfers the significant risks and rewards of ownership to the purchaser and it is probable that economic benefits or service potential associated with the transaction will flow to the Council.

Revenue from the provision of services is recognised when the Council can measure reliably the percentage of completion of the transaction and it is probable that economic benefits or service potential associated with the transaction will flow to the Council.

Supplies are recorded as expenditure when they are consumed.

Provision is made for debts that are not considered to be collectable – referred to as impairment of financial assets. This provision is calculated based on the expected amount that will not be collected for differing types of debt applied to the amount of outstanding debt. The balance of debtors on the Balance Sheet is reduced by the amount of provision made.

Expenses in relation to services received (including services provided by employees) are recorded as expenditure when the services are received rather than when payments are made.

Interest receivable on investments and payable on borrowings is accounted for respectively as income and expenditure on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract.

Where income and expenditure have been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet.

7.2.13 Cash and Cash Equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of no more than twenty four 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.

Cash and cash equivalents are shown net of bank overdrafts that form an integral part of cash management.

7.2.14 Provisions

Provisions are made where an event has taken place that gives the Council an obligation that probably requires settlement by a transfer of economic benefits and a reliable estimate can be made of the amount of the obligation but the timing of the transfer is uncertain. Examples include a legal claim that will probably result in a payment of compensation.

Contributions to provisions are charged to the appropriate service line in the Comprehensive Income and Expenditure Statement in the year the Council becomes aware of the obligation based on the best estimate of the likely settlement. When payments are made they are charged to the provision. Estimated settlements are reviewed at the end of each financial year and where it becomes likely that a transfer of economic benefits will not be required the contribution to the provision is reversed and credited back to the service line.

Provisions are classed as either short or long term dependant on the likely date of settlement.

7.2.15 Government Grants and Contributions

Government grants and contributions are not recognised until there is reasonable assurance that the Council will comply with the conditions attached to them and the grant or contribution will be received. Grants and contributions are credited to the

Comprehensive Income and Expenditure Statement except where the grant or contribution has a condition that has not been met. Conditions are stipulations that must be satisfied or the grant or contribution must be returned. Monies advanced as grants and contributions for which conditions are not yet met are carried in the Balance Sheet as receipts in advance.

a. Revenue Grants and Contributions

Revenue grants and contributions are credited to the relevant service line for specific grants and the Taxation and Non-Specific Grant Income line for grants that cover general expenditure (e.g. New Homes Bonus Grant) except where the grant or contribution has a condition that has not been met. When the specific grant has been recognised but the expenditure relating to it has not been incurred the Council has elected to make a contribution equivalent to the unspent amount of grant to an earmarked reserve. This reserve will be released in future financial years when the expenditure to which the grant relates is incurred

b. Capital Grants and Contributions

Capital grants and contributions are credited to Taxation and Non-Specific Grant Income in the Comprehensive Income and Expenditure Statement except where the grant or contribution has a condition that has not been met. The amount of the grant or contribution that has been used to finance expenditure is transferred to the Capital Adjustment Account via the Movement in Reserves Statement. The balance of the grant or contribution that has not been used to finance expenditure is transferred to the Capital Grants Unapplied Reserve via the Movement in Reserves Statement. Amounts in the Capital Grants Unapplied Reserve are transferred to the Capital Adjustment Account when they are used to fund capital expenditure.

c. Grants and Contributions attributable to Revenue Expenditure Funded from Capital under Statute (REFCUS)

These grants and contributions are credited to the relevant service line in the Comprehensive Income and Expenditure Statement except where the grant or contribution has a condition that has not been met. The amount of the grant or contribution that has been used to finance expenditure is transferred to the Capital Adjustment Account via the Movement in Reserves Statement. The balance of the grant or contribution that has not been used to finance expenditure is transferred to the Capital Grants Unapplied Reserve via the Movement in Reserves Statement. Amounts in the Capital Grants Unapplied Reserve are transferred to the Capital Adjustment Account when they are used to fund expenditure.

7.2.16 Reserves

The Council sets aside specific amounts as reserves for future policy purposes or to cover contingencies. Reserves are created by appropriating amounts 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. The reserve is then appropriated back into the Movement in Reserves Statement so that there is no net charge for the expenditure on the General Fund balance.

Certain reserves are kept to manage the accounting treatment for Property, Plant and Equipment and retirement benefits and do not represent usable resources for the Council. These are shown as unusable reserves in the Movement in Reserves Statement and Balance Sheet.

7.2.17 Revenue Recognition

Revenue is a sub-set of income and is defined as the gross inflow of economic benefits or service potential during the reporting period when those inflows result in an increase in net worth.

Revenue is measured at the fair value of the consideration received or receivable. In most cases, the consideration receivable is in the form of cash and cash equivalents and the amount of revenue is the amount of cash and cash equivalents receivable.

Where the Council is acting as an agent of another organisation the amounts collected for that organisation are excluded from revenue.

Revenue is recognised when the performance obligations in a contract have been satisfied. This recognition can be over time when the service recipient simultaneously receives and consumes the benefits (e.g. home care services) or at a point in time.

Revenue for Council Tax and Business Rates is recognised when the amount of revenue can be measured reliably and it is probable the revenue will be received by the Council.

7.2.18 Value Added Tax (VAT)

VAT is only included in expenditure, either revenue or capital, to the extent that it is not recoverable from HM Revenues and Customs. VAT receivable is excluded from income.

7.2.19 Leases

Leases are classified as either finance or operating leases based on the extent to which risks and rewards incidental to ownership of a leased asset lie with the lessor or lessee. Whether the lease is a finance lease or an operating lease depends on the substance of the transaction rather than the contract. Leases are classed as finance leases where the terms of the lease transfer the majority of 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. Land and building elements of a lease are considered separately for the purpose of lease classification.

Arrangements that do not have the legal status of a lease but convey the 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 asset. This is referred to as an embedded lease.

Finance Leases

Lessee
Property, Plant and Equipment held under finance leases are recognised on the Balance Sheet at the commencement of the lease at its current value at the time of inception (or the present value of the minimum lease payments if lower). The asset recognised is matched by a deferred liability for the obligation to pay the lessor.

Lease payments are apportioned between a charge for the acquisition of the interest in the property, plant or equipment which is applied to write down the deferred liability and a finance charge which is recognised in the Financing and Investment Income and Expenditure line within the Comprehensive Income and Expenditure Statement.

These property, plant and equipment recognised are subject to depreciation. The MRP on these assets equates to the amount of the lease payment that is applied to write down the deferred liability.

The deferred liabilities are classed as either short or long term in line with the lease repayments.

Operating Leases

Lessee
Leasing payments for operating leases are charged to revenue on a straight-line basis over the term 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) and are shown within service expenditure in the Comprehensive Income and Expenditure Statement.

Lessor
Rental income from operating leases is recognised on a straight-line basis over the period 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) and is shown in the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement. Assets held for use as operating leases are recorded as assets in the Council's Balance Sheet.

7.2.20 Benefits Payable during Employment

Short-term employee benefits are those due to be settled within twelve months of the year end. They include such benefits as wages and salaries, paid annual leave, flexi time leave and paid sick leave for current employees. They are recognised as an expense for services in the year in which employees undertake the service for the Council. An accrual is made for the cost of holiday entitlement (including flexi time leave), earned by employees but not taken before the year end, which employees can carry forward into the next financial year. The accrual is made at the wages and salary rates applicable in the following financial year, being the period in which the employee takes the benefit and includes employer national insurance and pension contributions.

The accrual is charged to the Deficit on the Provision of Services but then reversed through the Movement in Reserves Statement to the Short Term Accumulated Absences Account so that holiday absences are charged against Council Tax or Housing Rents in the financial year in which the absence occurs.

7.2.21 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 severance and are shown on an accruals basis in the Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement at the earlier of when the Council can no longer withdraw the offer or when it recognises the costs for a restructuring that involves termination benefits.

Where the employee makes the decision the liability is recognised at the earlier of when the employee accepts the offer or when a restriction on the Council's ability to withdraw the offer takes effect.

7.2.22 Post-Employment Benefits

a. Teachers' Pension Scheme

The payment of statutory pensions to former teachers is administered by Capita Teachers' Pensions on behalf of the Department for Education (DfE). Contributions from teachers together with the employer's contribution are paid by the Council. The arrangements for this scheme mean that liabilities for benefits cannot be identified to the Council. The scheme is therefore accounted for as a defined contribution scheme – no liability for future payments of benefits is recognised in the Balance Sheet and the Children's Services line within the Comprehensive Income and Expenditure Statement is charged with the employer's contributions payable in the year.

The Council is responsible for the costs of any additional benefits awarded upon early retirement outside of the terms of the Teachers' scheme. These benefits are fully accrued in the pension liability.

b. National Health Service (NHS) Pension Scheme

Under the arrangements for Public Health, staff performing public health functions who were compulsorily transferred from the Primary Care Trusts to local authorities and had access to the NHS Pension Scheme on 31 March 2013 retained access to that Scheme on transfer at 1 April 2013.

The NHS pension scheme is an unfunded, defined benefit scheme that covers NHS employers and is a multi-employer defined benefit scheme. This means that liabilities for benefits cannot be identified to the Council. The scheme is therefore accounted for as a defined contribution scheme – no liability for future payments of benefits is recognised in the Balance Sheet and the Adult Social Care line within the Comprehensive Income and Expenditure Statement is charged with the employer's contributions payable in the year.

c. Local Government Pension Scheme

The Council pays an employer's contribution into the Greater Manchester Pension Fund, which is a fully funded defined benefits scheme administered by Tameside Metropolitan Borough Council from whom an Annual Report is available.

The liabilities of the Greater Manchester 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 and projections of projected earnings for current employees.

Liabilities are discounted to their value at current prices, using a discount rate based on the indicative rate of return on a basket of high quality corporate bonds, government gilts and other factors.

The assets of the Greater Manchester 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
- unitised securities – current bid price
- property – market value.

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

- The current service cost (the increase in the liability as a result of pension earned by Council employees in the year) is charged to the net cost of services.

- Past services costs (the increase in the liability arising from current year decisions whose effect relate to years of service earned in earlier years) are shown within council wide items as they are costs that are not attributable to a particular service. An example of when past service costs would occur is where there was a change in the basis of up-rating annual pensions.

- Gains and losses on settlements and curtailments (the result of actions to relieve the Council of liabilities or events that reduce the expected future service or accrual of benefits of employees) are also shown as council wide items.

- The net interest on the net defined benefit liability, i.e. net interest expenses for the period that arises from the passage of time, is shown within the Financing and Investment Income and Expenditure line.

Re-measurements comprising:
- The return on plan assets excluding amounts included in net interest on the defined benefit liability;
- change in demographic assumptions re-measurements; and
- actuarial gains and losses on changes in financial assumptions – changes in the net pension liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because actuaries have updated their financial assumptions (such as percentage increase in salaries) are shown within Other Comprehensive Income and Expenditure.

In relation to retirement benefits, statutory provisions require the General Fund and HRA 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 to the General Fund and HRA of being required to account for retirement benefits on the basis of cash flows rather than as benefits are earned by employees.

Financial Instruments

7.2.23 Financial Assets

Financial Assets e.g. investments and debtors are classified into three types – amortised cost, fair value through other comprehensive income (FVOCI) and fair value through profit or loss (FVPL).

The categorisation of financial assets into these types is dependent on the reason for holding these assets (to collect cash flows, to sell assets or achieve objectives by other means).

Financial assets are brought onto the balance sheet at fair value when the Council becomes a party to contractual provisions.

Amortised Cost
These assets relate to financial instruments where the amounts received relating to them are solely principal and interest and they are held to generate cash flows (e.g. investments of surplus cash with the government's debt management office or loans to third parties).

The interest received on these assets is spread evenly over the life of these instruments.

Any gain or loss in the value of these assets is recognised in the net deficit on the net provision of services at the point of derecognition (disposal) or reclassification.

Fair Value through Other Comprehensive Income (FVOCI)
These assets relate to financial instruments where the amounts received relating to them are solely principal and interest but they are held to collect cash and sell the assets (e.g. money market funds).

The interest received on these assets is spread evenly over the life of these instruments.

Changes in the fair value of these assets are charged to Other Comprehensive Income and Expenditure. Cumulative gains and losses are charged to the deficit on provision of services when they are disposed of.

Under capital accounting regulations where these assets were treated as capital expenditure the gain or loss is reversed to an unusable reserve - the Financial Instruments Revaluation Reserve.

Fair Value through Profit and Loss (FVPL)
These assets relate to financial instruments where the amounts received relating to them are not principal and interest (e.g. equity investments).

Dividends received are accounted for at the point they are declared.

Charges in fair value are charged to the deficit on the net provision of services as they occur.

Under capital accounting regulations where these assets were treated as capital expenditure the gain or loss is reversed through the Movement in Reserves Statement and charged to an unusable reserve - the Capital Adjustment Account.
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An equity instrument that has been classed as FVPL can be designated as FVOCI if it is not held for trading (e.g. a strategic investment). Once this designation has been made it cannot be reversed. This designation would mean that any gains and losses would be held in the Financial Instruments Revaluation Reserve.

Credit loss
The Council will recognise a loss allowance for expected credit losses, if applicable, on assets where cash flows are solely principal and interest (i.e. financial instruments measured at amortised cost or FVOCI unless they have been designated as such). This does not apply where the counterparty is central government or another local authority.

At each year end the loss allowance for a financial instrument is calculated as equal to the lifetime expected credit losses if the credit risk on that financial instrument has increased significantly since initial recognition.

If at year end the credit risk has not increased significantly since initial recognition the loss allowance is measured at an amount equal to twelve month expected credit losses.

Where the financial asset was treated as capital expenditure any losses will be reversed via the Movement in Reserves Statement to the Capital Adjustment Account.

The Council has made a number of loans to individuals at less than market rates of interest (these are known as soft loans). When the loans are made the amount of interest foregone over the life of the loan is charged to the Comprehensive Income and Expenditure Statement (debited to the appropriate service line) and the outstanding principal is reduced on the Balance Sheet. This represents the present value of the interest that will be foregone over the life of the loan agreement. Statutory provisions require that the impact of the soft loans on the General Fund balance is the interest receivable in the year, so the amount of foregone interest charged is managed by a transfer from the Financial Instruments Adjustment Account to the Movement in Reserves Statement.

7.2.24 Embedded Derivatives

The Council has given equity mortgages and loans to individuals to assist with the purchase and improvement of properties. The repayments of these are based on a proportion of the value of the property in a number of years. This type of loan is classed as an embedded derivative as the amount of repayment is linked to future property values. When these mortgages and loans are granted, long-term debtors and deferred capital receipts are written onto the balance sheet. At the end of each financial year the long-term debtors and deferred capital receipt are adjusted in line with the change in property values.

7.2.25 Financial Liabilities

Financial liabilities (e.g. borrowings and creditors) are recognised when there is a contractual obligation to deliver cash or another financial asset to another entity or to exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the Council. For instance, when the Council takes out a loan, the advance of cash from the lender initiates the obligation to repay at some future date, and the loan would be recognised as a liability on the Balance Sheet when the advance is received.

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 many of the borrowings that the Council has, this means that the amount shown in the Balance Sheet is the outstanding principal repayable plus accrued interest, and the amount charged to the Comprehensive Income and Expenditure Statement is the amount payable per the loan agreement.

For Lender Option Borrower Option (LOBO) loans the effective interest rate has been calculated over the life of the loan. This is an average and differs from the amounts actually paid in the year. The difference between the calculated interest charge and interest paid has been adjusted in the carrying amount of the loan on the balance sheet. The amount charged in the Comprehensive Income and Expenditure Statement is the effective interest rate for the life of the loan rather than the amount payable per the loan agreement.

Where the Council is in receipt of loans that are interest free or at less than prevailing market interest rates if material, the effective interest rate is calculated so that the value of the financial assistance to the Council by the lender is separated from the financial cost of the transaction. This gain is calculated by working out the net present value of all future cash payments using the interest rate for a similar loan taken by the Council. This results in a lower figure for the fair value of the loan with the difference from the loan received treated as a government grant. This gain is reversed out in the Movement in Reserves Statement to the Financial Instruments Adjustment Account. This is then reversed over the life of the loan.

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 or settlement. However if the repurchase takes place as part of a restructuring of the loan portfolio that involves the modification or exchange of existing instruments, the premium or discount is deducted from or added to the amortised cost of the new or modified loan. In this scenario 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 (amounts paid or received on the rescheduling of a loan) have been charged to the Comprehensive Income and Expenditure Statement, regulations allow the impact of premiums on the General Fund balance to be spread over the longer of the outstanding period of the replaced loan or the period of the replacement loan or any other shorter period that the Council wishes to choose. Discounts are required to be credited to revenue over a maximum period equal to the outstanding term of the replaced loan or ten years (if shorter). The difference between the amount charged to the Comprehensive Income and Expenditure Statement and the net charge against the General Fund balance is transferred to or from the Financial Instruments Adjustment Account in the Movement of Reserves Statement.

Following the HRA debt settlement there are no outstanding HRA premiums and discounts.

7.2.26 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.

Contingent assets are not recognised in the Balance Sheet but disclosed in a note to the accounts where it is probable that there will be an inflow of economic benefits or service potential.

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

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

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

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

7.2.28 Material Items of Income and Expenditure

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

7.2.29 Events after the Balance Sheet Date

Events after the balance sheet date are those events that occur between the end of the reporting period and the date when the Statement of Accounts is authorised for issue.

Where these provide evidence of conditions in existence at the balance sheet date, the amounts recognised in the accounts are adjusted (e.g. settlement of a court case that confirms the amount of obligation at the balance sheet date). Where these are indicative of conditions that arose after the balance sheet date the amounts in the accounts are not adjusted (e.g. significant decline in market investments after 31 March). This is known as a non-adjusting event and is disclosed as a note to the accounts.

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

7.2.30 Interests in Companies and Other Entities

The Council has material interests in companies and other entities and therefore group accounts have been prepared for the Council and its material interest in subsidiaries, associates and joint ventures. Inclusion in the Council group is dependent upon the extent of the Council's interest and power to influence an entity. The determining factor for assessing the extent of interest, power or power to influence is either through ownership of an entity, a shareholding in an entity or representation on an entity's board of directors. An assessment of all the Council's interests has been carried out during the year, in accordance with the Code of Practice, to determine the relationships that exist and whether they should be included in the Council's group accounts. In the Council's single-entity accounts the Council's interest in those companies included in its group accounts are recorded as long term investments at cost.

7.2.31 Joint Operations

Joint Operations are arrangements where the parties are bound by a contractual arrangement, have joint control of the arrangement and have rights to the assets and obligations for the liabilities relating to the arrangement. The Council recognises its share of the assets, liabilities, income and expenditure of the joint operation in its single entity accounts.

7.2.32 Local Taxation

The Council, as a billing authority act as an agent, collecting Council Tax and national non-domestic rates (NNDR) on behalf of the major preceptors and, as principals, collecting Council Tax and NNDR for themselves. Billing authorities are required by statute to maintain a separate fund (i.e. the Collection Fund) for the collection and distribution of amounts due in respect of Council Tax and NNDR. Under the legislative framework for the Collection Fund, billing authorities and major preceptors share proportionately the risks and rewards that the amount of Council Tax and NNDR collected could be less or more than predicted.

The Council Tax and NNDR income included in the Comprehensive Income and Expenditure Statement is the Council's share of accrued income for the year. However, regulations determine the amount of Council Tax and NNDR that must be included in the Council's General Fund. Therefore, the difference between the income included in the Comprehensive Income and Expenditure Statement and the amount required by regulation to be credited to the General Fund is taken to the Collection Fund Adjustment Account and included as a reconciling item in the Movement in Reserves Statement.

The Balance Sheet includes the Council's share of the end of year balances in respect of Council Tax and NNDR relating to arrears, impairment allowances for doubtful debts, overpayments and prepayments and appeals.

7.2.33 Fair Value Measurement

The Council measures some of its assets and liabilities at fair value at the balance sheet date. Fair value is the price that would be received to sell an asset or paid to transfer a liability at the measurement date. The fair value measurement assumes that the transaction to sell the asset or transfer the liability takes place either:

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

The Council uses valuers to provide a valuation of its assets and liabilities in line with the highest and best use definition within the accounting standard. The highest and best use of the asset or liability being valued is considered from the perspective of a market participant.

Inputs to the valuation techniques in respect of the Council's fair value of its assets and liabilities are categorised within the fair value hierarchy as follows:

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

Note 8. Critical Accounting Judgements

In applying the accounting policies set out in Note 7 the Council has to make certain judgements about complex transaction or those involving uncertainty about future events. The critical judgements made in the Statement of Accounts are:

8.1 Schools Non-Current Assets

The Council has assessed the legal framework underlying each type of school.

Community schools property, plant and equipment are owned by the Council and remain on the balance sheet as future economic benefits associated with the assets will flow to the Council.

The plant, property and equipment of voluntary aided, voluntary controlled and foundation schools are owned and controlled by the religious body or the trustees of the schools and are therefore not shown on the balance sheet of the Council unless the trustees are the governing body.

The Council does not control the schools' property, plant and equipment owned by the religious bodies or the trustees, there has been no past events which have transferred the ownership or control of the property, plant and equipment to the Council and any future benefits from the property, plant and equipment would be for the benefit of the religious body or trustee and not the Council.

An asset must be controlled by the Council for that asset to be recognised in the single entity accounts. Usage of the asset does not demonstrate control in form or substance without rights that are either legal or substantive.

The religious bodies or trustees own the assets, there has not been a reassignment of those assets to the Council and the rights to the asset are still maintained by the religious body or trustee. The religious bodies or trustees have a legal right to take back these assets.

The religious bodies or trustees have provided a licence for the Council to use the asset however these licenses are not provided in a written form. These licences do not create control of the asset by the Council. The religious bodies or trustees assert their continued control over the asset by permitting the asset to be used for precisely the purpose that the school wishes by the objectives of the religious bodies or trustees being the same as the governing bodies.

The religious bodies or trustees have decided that their asset is to be used as a school and therefore continue to have the rights to the resources in the asset. The continued agreement to permit the schools to use the asset means that the religious bodies or trustees are perpetually reasserting their control and this has not been passed to the school.

The right of termination of the arrangement at any time by the religious body or trustee provides evidence that the risks and rewards of ownership of the asset have not transferred to the Council.

Details of the value of schools land and building assets are shown in Note 24 to the accounts.

8.2 PFI and Similar Arrangements

The Council is deemed to control the services provided via its PFI arrangements and also to control the residual value of the assets at the end of the contract. The accounting policy for PFIs and similar contracts has been applied to these arrangements and the assets valued at £217.077m (£228.004m in 2018/19) are recognised as Property, Plant and Equipment in the Council's Balance Sheet.

The operators' models were examined to identify the service element of the unitary charge. Where that charge could not be clearly separated the relevant costs were obtained from the models and a margin was applied to the costs to provide an amount for the service costs. The margin used was based on advice received from expert external advisors. The service element of the unitary charge is inflated annually by an agreed indicator (e.g. RPI) as per the contract.

The implicit interest rate (IIR) was calculated by discounting the non-service element of the unitary charge at a rate that brings it back to the fair value of the asset. The fair value of the asset is taken as the construction or refurbishment costs of the scheme. The IIR calculated is compared to the closing swap rate in the financial model to check the reasonableness of the assumptions made.

8.3 Investment Properties

The Council has reviewed all assets to ensure they meet the accounting policy for investment properties (i.e. they are solely used to earn rentals and / or for capital appreciation) and as a result assets valued on that basis total £475.227m (£442.814m in 2018/19) and are recognised as Investment Properties in the Council's Balance Sheet.

8.4 Valuation of Heritage Assets

The Code permits councils to measure community assets in the same way as heritage assets. However the Council has decided that these should continue to be measured at depreciated historical cost.

The Code states that valuation of heritage assets may be made by any method that is appropriate and relevant. There is no requirement for valuations to be carried out or verified by external valuers. The Council has therefore chosen to use market valuation, where this is available. Where a market valuation is not available insurance valuation has been used. Where this information is not available, and cannot be obtained at a cost which is commensurate with the benefits to users of the financial statements, the assets are not recognised in the Balance Sheet. Items with a value of less than £100,000 are excluded from the balance sheet.

As a result assets valued at £542.367m (£528.272m in 2018/19) have been classed as Heritage Assets.

8.5 Classification of Financial Assets

Under IFRS9 (Financial Instruments) the default valuation method of the Council's equity holdings would be Fair Value through Profit and Loss. However it is the Council's view that the majority of its equity instruments are strategic investments (i.e. are not held for trading) and designating these at Fair Value through Other Comprehensive Income results in a reasonable and reliable accounting policy for the investment.

8.6 Better Care Fund (BCF)

The Better Care Fund Pooled Budget arrangements commenced on 1 April 2015. The Council is the host for the Manchester BCF. The accounting arrangements for the BCF are dependent on whether the Council, as host, has control of the fund. The agreement with the Manchester Clinical Commissioning Group (CCG) states that relevant decisions have to have unanimous agreement, all members of the fund hold providers to account for delivery of services and risks are borne in line with the agreement. The Council's view is that the BCF should be accounted for as a joint operation and as a result accounts for its share of the fund's assets, liabilities, expenditure and income.

8.7 Composition of the Council's Group

The Council undertakes its activities through a variety of undertakings, either under ultimate control or in partnership with other organisations. Those considered to be material are included in the group accounts. Profit and loss, net worth and value of non-current assets for each organisation are considered as a percentage of the Council's single entity accounts to determine those that are material. Turnover, assets and liabilities (including the pension liability) are assessed individually. An entity could be material but still not consolidated (if all of its business is with the Council and eliminated on consolidation) – i.e. the consolidation would mean that the group accounts are not materially different to the single entity accounts. The assessment of materiality also considers qualitative factors such as whether the Council depends significantly on these entities for the continued provision of its statutory services or where there is concern about the level to which the Council is exposed to commercial risk

Note 9. Key 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 different from the assumptions and estimates.

The items in the Council's Balance Sheet at 31 March 2020 for which there is a risk of adjustment in the following financial year are:

9.1 Revaluation of Property, Plant and Equipment (PPE)

The Council's property, plant and equipment assets are valued on the balance sheet in accordance with the statement of asset valuation principles and guidance notes issued by the Royal Institution of Chartered Surveyors (RICS):

- plant and machinery is included in the valuations of buildings when it is an integral part of the building.
- properties classified as operational, excluding council dwellings, were valued on the basis of net realisable value in existing use or, where a market did not exist, on the basis of depreciated replacement cost.
- council dwellings were valued in accordance with Ministry of Housing, Communities and Local Government (MHCLG) guidance at open market value less a specified, notified percentage known as the social housing discount.
- community assets and infrastructure have been valued at depreciated historical cost.
- properties classified as non-operational have been valued on the basis of market value for the highest or best use.

Council dwellings are revalued annually. All other property, plant and equipment are valued sufficiently regularly to ensure that their carrying amount is not materially different from their value at year end, but as a minimum every five years. Valuations are undertaken during the year by internal council valuers and Jacobs, external valuers commissioned by the Council with a valuation date of 1 April 2019. Jacobs provided indexation factors for the percentage increase in value from the date of the last valuation to 31 March 2020 for each category of asset. These did not have a material effect so were not applied to the asset values.

The Council's Valuers have stated that market activity is being impacted in many sectors as a result of the COVID 19 pandemic. At the valuation date they consider that they can attach less weight to previous market evidence, for comparison purposes, to form opinions of the value of property, plant and equipment where market value is a factor. The current response to COVID 19 means that they are faced with an unprecedented set of circumstances on which to base a judgement. The valuations have therefore been reported on the basis of 'material valuation uncertainty' as per the RICS Red Book Global.

An assessment as to whether there is an indication of impairment is also made. This includes examination of capital expenditure incurred in the financial year to ascertain whether or not it has resulted in an increase in value of an asset. Advice has been provided by valuers employed by the Council. If the actual results differ from the assumptions the value of PPE will be over or understated. This would be adjusted when the assets were next revalued.

It is estimated that the carrying value of property, plant and equipment would increase by £18.03m for every 1% increase in valuation.

9.2 Depreciation of Property, Plant and Equipment.

Assets are depreciated based on 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 maintain the expenditure on repairs and maintenance resulting in uncertainty in the useful lives assigned to assets by the Valuers. If the useful life of assets is reduced depreciation increases and the carrying amount of assets falls. It is estimated that the annual depreciation charge would increase by £8.3m for every year the useful lives are reduced.

However, due to capital regulations, there would be no impact on the general fund balance.

External Valuers have provided percentages, based on their professional judgement, for various components of council houses and flats. These percentages have been applied to the valuations of houses and flats to obtain valuations of the components to which useful lives are applied to calculate the depreciation on council dwellings. If these percentages were amended, the value of the council dwellings and the related depreciation would be over or under stated.

9.3 Compensation Provisions

The Council has made various provisions in relation to compensation claims submitted to the Council. These provisions are based on the number of claims outstanding at the end of the financial year, the average settlement amount for each type of claim and the likelihood of each type of claim being settled. It is not certain that the precedents set in previous years will be applicable to the current outstanding claims. An increase of 1% in the estimate average settlement would have the effect of adding £0.095m to the provision required. An increase of 1% in the likelihood of each claim being settled would have the effect of adding £0.104m to the provision.

9.4 Provision for Business Rate Appeals

The Council has made a provision for a reduction in business rate income due to appeals made against rateable values set by the Valuation Office Agency (VOA). This is based on percentage reductions in rateable values for hereditaments where there was an outstanding appeal at 31 March 2020. This provision includes the estimated impact on 2019/20 income of appeals anticipated to be lodged in future years. The percentages used for appeals against the 2010 valuation list are based on information from the VOA on the percentage reductions, per category of property and type of appeal, to the valuation list following previously settled appeals. Appeals raised against hereditaments with larger RVs have been considered separately. The percentage used for the reduction in the 2017 valuation list is based on the percentage that the 2010 list has fallen by adjusted by the reduction in value that has already occurred as a result of the new check, challenge, and appeal process. An increase of 1% in the percentage reduction would have the effect of adding £5.681m to the total provision required (Council's share £5.624m).

9.5 Arrears

At 31 March 2020 the Council had a balance of short term debtors of £311.036m. This included sundry debtors of £213.021m (including housing benefit overpayments), housing rent debtors of £7.599m, council tax debtors of £61.502m and business rates debtors of £28.914m. A review of these outstanding balances suggests that an impairment of doubtful debts of £140.181m (£63.369m sundry debtors, £6.356m housing rents, £47.203m council tax and £23.253m business rates) was appropriate. However in the current climate it is not certain that such an allowance would be sufficient. If collection rates were to deteriorate by 1% this would require an additional £1.9m (£1.1m sundry debtors, £0.6m council tax and £0.2m business rates) to be set aside.

9.6 Pensions Liability

Estimation of the net liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the expected rate of price inflation, the rate at which salaries and pensions are expected to increase, mortality rates and rate of commutation of pensions. A firm of actuaries are engaged by the Pension Fund to provide expert advice about the assumptions to be applied. The effects on the net pension liability of changes in individual assumptions can be measured. For instance a 0.5% decrease in the discount rate assumption would result in an increase in the pension liability of £317.524m, a 0.5% increase in the salary increase rate would result in a £30.281m increase in the pension liability and a 0.5% increase in the assumed pension rate increase would result in a £284.518m increase in the pension liability.

The actuary has made an estimated adjustment to the liabilities for the McCloud judgement from the 2019 valuation to ensure this is captured in the March 2020 balance sheet figures. This impact is separately recorded as a past service cost.

Note 10. Significant items warranting additional disclosure

The following items of material expenditure occurred during the year:

Impairment including downward revaluation and reversal of past impairment

Impairment and revaluation of property plant and equipment and revaluation of investment properties of £42,030,000 (£89,641,000 in 2018/19) has been included within Deficit on provision of services:

	Restated 2018/19 £000s	2019/20 £000s
Adults Social Care	270	174
Children's Services	2,194	3,507
Corporate Core	480	0
Neighbourhoods and Highways	10,509	3,438
Growth and Development	1,831	431
Council Wide Costs	14,964	1,230
Housing Revenue Account	16,988	5,149
Investment properties	42,405	28,101
Total	**89,641**	**42,030**

Note 11. Expenditure and Income Analysis

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

	Restated 2018/19 £000	2019/20 £000
Expenditure		
Employee Benefit Expenses	524,002	553,151
Other Service Expenses	862,830	890,110
Capital Charges including Depreciation and impairment (a)	212,577	150,229
Interest Payments	32,263	34,759
Pensions Interest Costs	95,469	96,006
Precepts and Levies	69,097	68,687
Payments to Housing Capital Receipts Pool	2,567	2,553
Loss on Disposal of Non-current Assets (general fund)	12,946	52,586
Total Expenditure	1,811,751	1,848,081
Income		
Fees, Charges and Other Service Income	(235,297)	(256,085)
Interest and Investment Income	(87,162)	(97,355)
Return on Pension Assets	(74,025)	(72,570)
Capital Charges related income	(160,387)	(170,552)
Income from Council Tax	(152,846)	(161,477)
Business Rates Income	(329,815)	(330,268)
Government Grants and Contributions	(744,214)	(737,001)
Gain on Disposal of Fixed Assets (HRA)	(7,215)	(7,129)
Total Income	(1,790,961)	(1,832,437)
Deficit on the Provision of Services	20,790	15,644

(a) Segmental Split of Capital Charges including Depreciation and Impairment

	Restated 2018/19 £000	2019/20 £000
Adults Social Care	1,454	1,316
Children's Services	31,668	17,656
Corporate Core	6,581	4,205
Neighbourhoods and Highways	44,261	46,663
Growth and Development	36,634	27,080
Council Wide Costs	57,941	30,005
HRA	34,038	23,304
Total Capital Charges including Depreciation and Impairment	212,577	150,229

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Note 12. Adjustments Between Accounting and Funding Basis Under Regulations

This note details the adjustments that are made to the total comprehensive income and expenditure recognised by the Council in the year in accordance with proper accounting practice, to the resources that are specified by statutory provisions as being available to the Council to meet future capital and revenue expenditure. It shows the technical items that are removed that do not impact on the funded position and replaces them with other items that are funded.

The table below shows the adjustments made in 2018/19:

	Usable Reserves						Unusable Reserves
	General Fund Reserves £000s	Restated Housing Revenue Account Reserves £000s	Capital Receipts Reserve £000s	Capital Grants Unapplied £000s	Major Repairs Reserve £000s	Restated Total Usable Reserves £000s	Restated Total Unusable Reserves £000s
Reversal of items debited or credited to the comprehensive income and expenditure statement:							
Depreciation	(56,014)	0	0	0	(16,997)	(73,011)	73,011
Amortisation of intangible assets	(130)	0	0	0	0	(130)	130
Impairment / revaluation losses charged to the comprehensive income and expenditure statement	(30,248)	(16,988)	0	0	0	(47,236)	47,236
Movement in fair value of investment property	(12,715)	0	0	0	0	(12,715)	12,715
Financing of capital expenditure on council dwellings	0	0	0	0	14,084	14,084	(14,084)
Capital grants and contributions	97,524	583	0	(9,476)	0	88,631	(88,631)
Revenue expenditure funded from capital under statute	(20,229)	(52)	0	(29,512)	0	(49,793)	49,793
Gain / (loss) on disposal of non-current assets	(12,946)	7,215	0	0	0	(5,731)	5,731
Amount by which pension costs calculated in accordance with IAS19 are different from pension contributions due	(61,603)	(237)	0	0	0	(61,840)	61,840
Private finance initiative charges to the HRA	0	10,886	0	0	0	10,886	(10,886)
Differences between statutory accounting and amounts recognised as income and expenditure in relation to financial instruments	(3,260)	0	0	0	0	(3,260)	3,260
Amount by which council tax and business rates income adjustment included in the comprehensive income and expenditure statement is different from the amount taken to the general fund in accordance with regulation	(5,636)	0	0	0	0	(5,636)	5,636
Statutory provision for the repayment of debt - minimum revenue provision	17,810	0	0	0	0	17,810	(17,810)
Statutory provision for the repayment of debt - finance lease liabilities	14	0	0	0	0	14	(14)
Statutory provision for the repayment of debt - private finance initiatives	3,667	0	0	0	0	3,667	(3,667)
HRA capital receipts to housing central pool	(2,567)	0	2,567	0	0	0	0
Revenue contribution to finance capital	8,854	89	0	0	0	8,943	(8,943)
Premiums and discounts charged to revenue	547	0	0	0	0	547	(547)
Principal repayment of ex-GMC debt	2,284	0	0	0	0	2,284	(2,284)
Capital receipts received	0	0	(28,561)	0	0	(28,561)	28,561
Use of capital receipts reserve to finance capital expenditure	0	0	41,117	0	0	41,117	(41,117)
Write down of long term debtor	(24)	0	0	0	0	(24)	24
Capital receipts for long term debtors	0	0	(24,962)	0	0	(24,962)	24,962
Transfer to short term accumulated absences account	600	0	0	0	0	600	(600)
Total adjustments	**(74,070)**	**1,495**	**(9,839)**	**(38,988)**	**(2,913)**	**(124,315)**	**124,315**

The table below shows the adjustments made in 2019/20:

	Usable Reserves						Unusable Reserves
	General Fund Reserves	Housing Revenue Account Reserves	Capital Receipts Reserve	Capital Grants Unapplied	Major Repairs Reserve	Total Usable Reserves	Total Unusable Reserves
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Reversal of items debited or credited to the comprehensive income and expenditure statement:							
Depreciation	(59,002)	0	0	0	(18,107)	(77,109)	77,109
Amortisation of intangible assets	(85)	0	0	0	0	(85)	85
Impairment / revaluation losses charged to the comprehensive income and expenditure statement	(8,780)	(5,150)	0	0	0	(13,929)	13,929
Movement in fair value of investment property	25,194	0	0	0	0	25,194	(25,194)
Financing of capital expenditure on council dwellings	0	0	0	0	18,593	18,593	(18,593)
Capital grants and contributions	106,041	4	0	(35,329)	0	70,716	(70,716)
Revenue expenditure funded from capital under statute	(19,745)	(48)	0	(11,211)	0	(31,004)	31,004
Gain / (loss) on disposal of non-current assets	(52,586)	7,129	0	0	0	(45,457)	45,457
Amount by which pension costs calculated in accordance with IAS19 are different from pension contributions due	(82,369)	(167)	0	0	0	(82,536)	82,536
Private finance initiative charges to the HRA	0	8,570	0	0	0	8,570	(8,570)
Differences between statutory accounting and amounts recognised as income and expenditure in relation to financial instruments	(4,386)	0	0	0	0	(4,386)	4,386
Amount by which council tax and business rates income adjustment included in the comprehensive income and expenditure statement is different from the amount taken to the general fund in accordance with regulation	(5,904)	0	0	0	0	(5,904)	5,904
Statutory provision for the repayment of debt - minimum revenue provision	23,018	0	0	0	0	23,018	(23,018)
Statutory provision for the repayment of debt - private finance initiatives	3,974	0	0	0	0	3,974	(3,974)
HRA capital receipts to housing central pool	(2,553)	0	2,553	0	0	0	0
Revenue contribution to finance capital	15,305	151	0	0	0	15,456	(15,456)
Premiums and discounts charged to revenue	549	0	0	0	0	549	(549)
Principal repayment of ex-GMC debt	2,370	0	0	0	0	2,370	(2,370)
Capital receipts received	0	0	(19,737)	0	0	(19,737)	19,737
Use of capital receipts reserve to finance capital expenditure	0	0	19,729	0	0	19,729	(19,729)
Write down of long term debtor	(24)	0	0	0	0	(24)	24
Capital receipts for long term debtors	0	0	(17,534)	0	0	(17,534)	17,534
Transfer to short term accumulated absences account	(155)	0	0	0	0	(155)	155
Total adjustments	**(59,138)**	**10,489**	**(14,989)**	**(46,540)**	**486**	**(109,691)**	**109,691**

Note 13. Long-term Contracts

Undischarged obligations arising from PFI and similar transactions as at 31 March 2020 were as follows:

Scheme	Payments: Liability Repayment £000s	Lifecycle Costs £000s	Interest Charges £000s	Service Charges* £000s	Total £000s	Indexation	Contract Expiry	Scheme Details
Miles Platting Housing						RPI	2037	Miles Platting – housing refurbishment, maintenance and estate management - services commenced in 2006/07. Total obligation as at start of contract of £496,894,000 to be met from PFI Grant and the Housing Revenue Account.
Payments within 1 year	1,822	3,476	2,688	8,141	16,127			
Payments within 2 to 5 years	8,141	13,902	9,603	35,429	67,075			
Payments within 6 to 10 years	12,202	17,378	9,011	51,533	90,124			
Payments within 11 to 15 years	14,289	17,378	5,062	61,225	97,954			
Payments within 16 to 20 years	8,037	6,951	788	25,248	41,024			
	44,491	59,085	27,152	181,576	312,304			
Plymouth Grove Housing						RPI	2033	Plymouth Grove – housing refurbishment, maintenance and estate management - services commenced in 2003/04. Total obligation as at start of contract of £145,785,000 to be met from PFI Grant and the Housing Revenue Account.
Payments within 1 year	690	730	1,543	2,495	5,458			
Payments within 2 to 5 years	3,099	2,918	5,416	11,120	22,553			
Payments within 6 to 10 years	5,752	3,648	4,607	15,955	29,962			
Payments within 11 to 15 years	5,121	2,189	1,143	10,602	19,055			
	14,662	9,485	12,709	40,172	77,028			
Temple School						RPI	2026	Temple School – design, build and maintenance of Temple Primary School – services commenced in 2001/02. Total obligation as at start of contract of £14,617,000 to be met from PFI Special Grant and Dedicated Schools Grant (DSG).
Payments within 1 year	249	0	204	294	747			
Payments within 2 to 5 years	1,369	0	536	1,250	3,155			
Payments within 6 to 10 years	455	0	45	332	832			
	2,073	0	785	1,876	4,734			
Wright Robinson Sports College						RPI	2032	Wright Robinson Sports College - design, build and maintenance of sports college - services commenced in 2007/08. Total obligation as at start of contract of £116,428,000 to be met from PFI Special Grant and Dedicated Schools Grant (DSG).
Payments within 1 year	1,150	461	1,295	1,721	4,627			
Payments within 2 to 5 years	5,392	1,844	4,389	7,442	19,067			
Payments within 6 to 10 years	8,944	2,305	3,282	10,670	25,201			
Payments within 11 to 15 years	4,577	949	461	4,884	10,871			
	20,063	5,559	9,427	24,717	59,766			
Public Lighting						RPI	2030	Public Lighting – refurbishment and maintenance of street lighting and illuminated street signage – services commenced in 2004/05. Total obligation as at start of contract of £164,300,000 to be met from PFI Special Grant and council resources.
Payments within 1 year	2,087	620	1,359	2,633	6,699			
Payments within 2 to 5 years	9,645	2,479	4,237	11,302	27,663			
Payments within 6 to 10 years	13,350	2,634	1,977	13,649	31,610			
	25,082	5,733	7,573	27,584	65,972			
Brunswick Housing						RPIX	2038	Brunswick – housing refurbishment, maintenance and estate management - services commenced in 2013/14. Total obligation as at start of contract of £258,236,000 to be met from PFI Grant and the Housing Revenue Account.
Payments within 1 year	1,066	0	4,329	2,352	7,747			
Payments within 2 to 5 years	7,253	0	15,970	10,058	33,281			
Payments within 6 to 10 years	7,367	0	16,862	14,016	38,245			
Payments within 11 to 15 years	14,648	0	12,711	15,829	43,188			
Payments within 16 to 20 years	19,293	0	4,397	13,369	37,059			
	49,627	0	54,269	55,624	159,520			
Refuse Vehicles Service Concession						Various	2023	Refuse vehicles utilised in the provision of refuse collection services to the Council. The service contract commenced in 2015 and the purchase of new vehicles to be utilised in the contract commenced in 2016.
Payments within 1 year	745	0	79	15,847	16,672			
Payments within 2 to 5 years	1,718	0	137	35,656	37,511			
	2,463	0	216	51,503	54,183			
Total	**158,461**	**79,862**	**112,131**	**383,052**	**733,507**			

*The service charge included above excludes inflation applied annually using the relevant index.
*The service charge shown assumes no deductions will be made for poor performance.
*The Brunswick Housing liability is being introduced onto the balance sheet as the work is undertaken.
*The Refuse Vehicle Service Concession liability is being introduced onto the balance sheet as assets are purchased.

The Council has six PFI Schemes and one Service Concession as follows:

- Miles Platting, HRA (Housing) Services PFI Scheme
- Plymouth Grove, HRA (Housing) Services PFI Scheme
- Temple Primary School, Children's Services PFI Scheme
- Wright Robinson, Children's Services PFI Scheme
- Street Lighting, Neighbourhood Services PFI Scheme
- Brunswick, HRA (Housing) Services PFI Scheme
- Refuse Vehicles Service Concession

One PFI scheme finished during the financial year:
- Energy (Heating), HRA (Housing) Services PFI Scheme

Each PFI Scheme specifies the start dates for the contractor to begin the work as well as improvement dates for cyclical planned maintenance. The contractor makes the property, plant and equipment needed to provide the services available to the Council for the length of the contract. At the end of the contract the ownership of the property, plant and equipment passes to the Council at no extra charge. The management and maintenance contract with the contractor expires at the end of the PFI Scheme, the contractor does not have an automatic right to renew the contract for a further period but is entitled to re-tender for the contract. If the Council defaults on the terms, the contractor can terminate the PFI Scheme. The Council is entitled to terminate the contract if the contractor defaults.

HRA (Housing) PFI Schemes

In each of the Housing PFI Schemes (Miles Platting, Plymouth Grove, Brunswick) the contractor is contracted to improve a specified group of properties in an area to specified standards (the actual number may be affected by demolitions and tenants exercising their Right to Buy (RTB)).

Each Housing PFI Scheme sets out a minimum specification for the standard of maintenance and service provision to the individual properties by the contractor. There are clauses which set out the financial deductions to be applied if these standards are not met.

In accordance with the terms and conditions of the PFI contract, the Council was obliged to transfer a piece of land to the Miles Platting contractor (Renaissance) for the development of housing stock for private sale. However, due to the prevailing state of the housing market, it was more logical to make a payment to the contractor to represent the value of the land. A payment of £920,000 was made in 2010/11.

Children's Services PFI Schemes

The School PFI Schemes oblige the contractor to construct, fit out and equip new school buildings and facilities as defined and specified in each of the contracts. The contractor is then obliged to manage and maintain the new facilities for the duration of the life of the PFI Scheme.

The School PFI Schemes have minimum specifications for service provision/availability. If these are breached (e.g. unavailability of a sports pitch), then financial penalties are payable by the contractor.

Work to increase the number of pupil places at Temple Primary School has been completed. The Council funded the capital works at the school. The PFI contract has been amended to include the management and maintenance of the new facility.

Temple Primary School transferred to academy status during 2018/19.
Wright Robinson Sports College transferred to academy status during 2019/20

Growth and Neighbourhoods PFI Scheme
The Street Lighting PFI Scheme specified that 41,698 street lights were certified to be replaced during the Initial Apparatus Replacement Programme, plus others to be replaced at others expense (e.g. housing developers). The Scheme also includes an Annual Apparatus Replacement Programme where the contractor is required to replace street lights on a cyclical basis.

Changes to the Street Lighting PFI contract were negotiated in 2017/18. These related to the procurement and installation of low energy LED street lighting technology and a management system for centralised control. The equipment is designed to deliver long term sustainable benefits and revenue savings, whilst providing high quality lighting to recognised statements.

Refuse Vehicles Service Concession

The contract to provide refuse collection service to the Council stipulates that new vehicles will be purchased by the contractor to provide these services. The nature of the contract means that it must be classified under the IFRIC12 standard as a Service Concession and the vehicles capitalised on the Council's balance sheet.

Note 14. National Health Services Act 2006 Pooled Funds

Section 75 of the National Health Services Act 2006 enables the establishment of joint working arrangements between NHS bodies and local authorities. Pooled funds enable health bodies and local authorities to work together to address specific health issues.

Better Care Fund (BCF)

The Better Care Fund has been established by the Government to provide funds to local areas to support the integration of health and social care. It was a requirement of the Better Care Fund that Manchester Clinical Commissioning Groups (CCG) and the Council establish a pooled fund from 1 April 2015 for this purpose.

Manchester Health and Care Commissioning (MHCC) is a partnership between Manchester Clinical Commissioning Group (CCG) and Manchester City Council, established in 2017, and is responsible for the commissioning of health, public health and adult social care services in the city of Manchester. As part of the partnership arrangements, the CCG and the Council have agreed to establish and maintain an Integrated Care Budget (ICB) of which the BCF is a subset. The partnership between the CCG and the Council is supported through a Section 75 partnership arrangement (S75). There is a Financial Framework which sets out the detailed financial arrangements for operation of the ICB and is an appendix to the S75. This is documented on the key decision register.

A new funding element has been added to the BCF from 2017/18 – the Improved Better Care Fund (iBCF). The allocation for Manchester is 2017/18 £16.2m, 2018/19 £22.4m and 2019/20 £28.1m. A further new funding element has been added to the BCF from 2019/20 - the Winter Pressures funding. The allocation for Manchester for 2019/20 is £2.7m.

	2018/19 £000s	2019/20 £000s
Funding		
Manchester City Council	(38,210)	(49,606)
Manchester CCG	(72,144)	(78,219)
Total Funding	(110,354)	(127,825)
Expenditure		
New Delivery Models of Integrated Care	72,338	86,968
Protection of Adult Social Care	12,893	13,789
Reablement	16,478	18,328
Care Act Responsibilities	1,590	1,590
Capital Expenditure	6,928	7,476
Total Expenditure	110,227	128,151
Overspend / (Underspend)	(127)	326

The overspend of £326,000 is largely due to increased costs for equipment and adaptations incurred by the CCG

The Council is the local Social Services Authority for Manchester within the meaning of the Local Authority Social Services Act 1970 and a commissioner and provider of health and social care services to people of all ages in Manchester. The aims and benefits of the partners in entering into this agreement are to:

- give the Council and the CCG greater transparency and control over the use of funding to support local integration of health and care services

- realise benefits from integration in terms of efficiencies in how services are delivered, reducing reactive unplanned health and social care activity and improving long term health outcomes for people

- deliver reform of the local health and care system based on agreed strategic objectives for the Locality Plan and national conditions for use of the Better Care Fund

- protect health and / or social care as relevant to the partners in so far as this delivers the Better Care Fund national conditions.

Further detail can be found in the report to the Manchester Health and Wellbeing Board dated 25 March 2015. The Manchester Health and Wellbeing Board adopted a refreshed version of the Locality Plan on 14 March 2018 and received an update on 31 October 2018 for the Better Care Fund guidance released in July 2018.

The Better Care Fund plan continues to align to the Manchester Locality Plan which has been supported previously by the Health and Wellbeing Board. The locality plan describes the core schemes Local Care Organisation (LCO), Single Commissioning Function and Single Hospital Services which together will bring major transformational change in how the needs of people of Manchester are met.

The Improved Better Care Fund (IBCF) is subject to national conditions. The IBCF will have a focus on the following key areas for the Manchester system:

• The development of new models of home care, residential and nursing care homes, acknowledging the pressures upon the care market, and the development of reformed models of care that deliver a step change in outcomes and experience for citizens, which offers attractive employment opportunities and scope for career development; and supports the delivery of wider system benefits
• Review and reform (where applicable) adult social care direct provision in readiness for a safe transfer of services to the LCO, recognising the phased of approach of services therefore conducting a review of those services that will be retained but transfer to the LCO in later phases.
• Develop an appropriate and effective finance, performance and contract management system infrastructure required to support the delivery of new models of social care delivery
• Short term improvements/here and now pressures, focussing upon high cost provision, and addressing the system pressures and demand challenges resulting in delayed transfers of care (DTOC);

The fundamental ambition behind pooling of resources is to support transformational change. Financial arrangements will support integration and be very different from previous experience, in particular:-

· access to the GM transformation fund, together with pooled resources, will enable investment in the initial phase of implementing new care models for the future.

· investment into the new care models will be tracked in terms of impact on activity levels particularly in the acute sector and in residential care.
· A transition will happen over a four year period so that existing models of care are gradually replaced with the new integrated models of care.

Note 15. Financing and Investment (Income) and Expenditure

The table below analyses the figures included in the Comprehensive Income and Expenditure Statement.

	2018/19 £000s	2019/20 £000s
Interest payable on debt	20,484	22,442
Interest element of finance leases (lessee)	3	0
Interest payable on PFI unitary payments	11,775	12,317
Net interest on the net defined benefit liability (pension scheme)	21,444	23,436
Investment interest income	(22,946)	(26,294)
Rentals received on investment properties	(22,766)	(22,840)
Expenses incurred on investment properties	3,155	2,858
Change in fair value of investment properties	12,715	(25,194)
Dividends receivable	(64,215)	(71,061)
Provision for impairment of bad debts	7,656	4,672
(Gain) on trading accounts (not applicable to a service)	(40)	(8)
Total financing and investment income and expenditure	**(32,735)**	**(79,672)**

Note 16. Taxation and non-specific grant income

The table below analyses the figure included in the taxation and non-specific grant income line of the Comprehensive Income and Expenditure Statement.

	2018/19 £000s	2019/20 £000s	
Council Tax Income	(152,846)	(161,477)	a
Business Rates Income	(329,814)	(330,268)	
Business Rates Top Up	19,015	40,398	b
Business Rates Section 31 Grants	(21,840)	(27,228)	c
Enterprise Zone Relief Grant	(810)	(1,926)	d
Education Services Grant	(1,260)	(1,260)	
New Homes Bonus Grant	(6,420)	(8,202)	e
Housing Benefit and Council Tax Support Administration Grant	(3,813)	(3,716)	
Winter Pressures Grant	(2,666)	(2,666)	f
Returned Business Rates Levy Share	(2,699)	(600)	g
Returned Business Rates Growth from GMCA	(6,022)	(4,750)	h
Waste Reserves Refund	0	(5,901)	i
Distributed AGMA reserves	(954)	0	j
Private Finance Initiative Grant (General Fund)	(6,580)	(6,580)	
Improved Better Care Fund	(22,406)	(28,149)	k
Adult Social Care Support Grant	(1,666)	0	l
Children's and Adults Social Care Grant	0	(4,555)	m
COVID-19 Emergency Funding	0	(18,589)	n
Other Revenue Grants	(507)	(779)	
Adjustment on concessionary interest loan	3,092	3,752	o
Capital Grants and contributions	(98,107)	(106,045)	p
Total taxation and non-specific grant income	**(636,303)**	**(668,541)**	

a. Council Tax Income has increased due to an increase in the Council Tax Base and amount payable including for social care.

b. Business Rates Top Up is the amount paid to government to adjust income from business rates and bring it into line with the government's assessment of baseline funding level required.

c. Business Rates Section 31 grants are paid by government to compensate authorities for loss of business rates income due government policy announcements. These include the extension of small business rates relief and capping the increase in business rates to 2% along with other measures announced in the Government's Budget Statements.

d. The government refunds the costs of business rate discounts awarded within the Enterprise Zones.

e. New Homes Bonus (NHB) grant is based on a rolling four years of legacy payments. The total has increased as achievement in the additional year added in 2019/20 was higher then the earliest year in 2018/19 which has fallen out.

f. Winter Pressures Grant represents the Council's share of £240 million additional national funding announced to help local areas ease winter pressure on the NHS. This is aimed at reducing delayed transfers of care.

g. Returned Business Rates Levy Share from Government. The Levy is applied to authorities with high growth rates income and passed to Government. The surplus levy income was returned to authorities in 2018/19 and 2019/20.

h. Returned Business Rates growth from Greater Manchester Combined Authority (GMCA). A share of the 100% rates retention benefit is passed to GMCA each year of the pilot. This represents the return of unspent funds from the prior year, which are returned to GM districts.

i. The Councils share of £30m of waste related reserves held by GMCA which were redistributed to contributing districts

j. The Council's share of distributed residual AGMA reserves allocated to all Greater Manchester authorities in 2018/19.

k. The Improved Better Care Fund is allocated to local authorities to fund social care. From 2017 the Spending Review made available social care funds for local government, rising to £1.5bn by 2019/20. The Council's allocation in 2019/20 was £28.149m

l. The Adult Social Care Support Grant ceased in 2018/19

m. The Children's and Adults Social Care Grant was announced in the October 2018 budget and totalled £420m for Children's and Adults Social Care with the stated aim of reducing demand on the NHS and improving the social care offer for older people, people with disabilities and children. The Council's allocation was £4.555m.

n. COVID Emergency Funding of £16bn was provided in March 2020 to support local authorities in responding to the COVID19 pandemic. The Council's allocation was £18.589m. Expenditure of £389,000 was funded from this grant in 2019/20 with the balance transferred to an earmarked reserve for use in 2020/21.

o. The Council has received interest free loans of £8.5m from the Homes and Communities Agency repayable in 2024 and £20.1m from Salix repayable until 2025. This amount represents the write back of the total saving recorded at the time the interest free loan was taken out.

p. The Capital Grants and Contributions include Basic Need Grant (to fund additional school places), Disabled Facilities Grant for adaptations to homes, Arts Council England grant funding for the Factory project and contributions from developers.

Note 17. Revenue grants credited to the Comprehensive Income and Expenditure Statement

The table below analyses the revenue grants credited to Net Cost of Services in the Comprehensive Income and Expenditure Statement

	2018/19 £000s	2019/20 £000s	
Dedicated Schools Grant	(316,480)	(312,022)	
Pupil Premium	(25,588)	(24,285)	
Housing and Council Tax Support	(214,304)	(191,853)	(a)
Private Finance Initiative Grant (Housing Revenue Account)	(23,598)	(23,586)	
Learning and Skills Council Grants	(8,264)	(10,364)	
Asylum Seekers Grant	(8,097)	(7,843)	
Universal Free School Meals Grant	(4,351)	(4,692)	
Sixth Form Funding Grant	(1,065)	(550)	(b)
Troubled Families Grant	(3,833)	(2,106)	
Independent Living Fund	(2,046)	(1,984)	
Youth Justice Board Grants	(1,439)	(1,261)	
Higher Education Funding Council Grant	(1,178)	(1,045)	
Homelessness Grant	(1,698)	(4,584)	(c)
Home Office Grants - Elections	(824)	(1,892)	
Home Office Grants - Arena Enquiry	0	(1,676)	
PE and Sports Grant	(1,951)	(1,916)	
Teachers Pay Grant	(1,010)	(2,271)	(d)
Talk English Grant	(1,102)	(2,629)	
Additional School Grant incl Teacher Pension grant for maintained schools	0	(4,576)	(e)
Other Grants	(4,307)	(3,582)	
Total revenue grants credited to the Comprehensive Income and Expenditure Statement	**(621,135)**	**(604,717)**	

(a) Housing and Council Tax Support has reduced in line with reduced expenditure.

(b) The sixth form funding grant has reduced due to schools converting to academies.

(c) Homelessness grants have increased due to the provision of new grants such as flexible homeless support.

(d) The teachers' pay award grant has increased nationally from £187m in 2018/19 to £426m in 2019/20.

(e) This a new grant for 2019/20 and is to fund the additional costs of teachers pensions following the increase in the contribution rate.

Note 18. Members' Allowances

The total payments made for members' allowances and expenses are shown in the table below.

	2018/19 £000s	2019/20 £000s
Members' allowances	2,050	2,075
Members' expenses	3	4
Total	**2,053**	**2,079**

Note 19. Officers' Emoluments

Employee Remuneration
The Accounts and Audit Regulations require the disclosure of employees' remuneration in excess of £50,000 excluding the remuneration details of the Council's senior employees, which are disclosed separately.

Non schools based staff
The number of non-schools based staff in each salary band over £50,000 split between those staff who have not received severance or other related payments and those who have is shown below.

	2018/19 Staff Who Have Not Received Severance or Other Related Payments	2018/19 Staff Who Have Received Severance or Other Related Payments	2018/19 Total	2019/20 Staff Who Have Not Received Severance or Other Related Payments	2019/20 Staff Who Have Received Severance or Other Related Payments	2019/20 Total
£50,000 - £54,999	59	0	59	91	0	91
£55,000 - £59,999	34	1	35	27	0	27
£60,000 - £64,999	9	0	9	23	0	23
£65,000 - £69,999	37	0	37	14	0	14
£70,000 - £74,999	14	0	14	23	0	23
£75,000 - £79,999	12	0	12	17	1	18
£80,000 - £84,999	9	0	9	10	1	11
£85,000 - £89,999	5	0	5	6	0	6
£90,000 - £94,999	2	0	2	2	0	2
£95,000 - £99,999	3	0	3	4	0	4
£100,000 - £104,999	3	0	3	1	0	1
£105,000 - £109,999	0	0	0	3	0	3
£125,000 - £129,999	0	0	0	1	0	1
£130,000 - £134,999	0	0	0	1	0	1
£135,000 - £139,999	1	0	1	0	0	0
£140,000 - £145,999	0	0	0	1	0	1
	188	**1**	**189**	**224**	**2**	**226**

The number of schools based staff in each salary band over £50,000 split between those staff who have not received severance or other related payments and those who have is shown below.

	2018/19 Staff Who Have Not Received Severance or Other Related Payments	2018/19 Staff Who Have Received Severance or Other Related Payments	2018/19 Total	2019/20 Staff Who Have Not Received Severance or Other Related Payments	2019/20 Staff Who Have Received Severance or Other Related Payments	2019/20 Total
£50,000 - £54,999	70	1	71	62	0	62
£55,000 - £59,999	39	0	39	39	0	39
£60,000 - £64,999	20	0	20	19	0	19
£65,000 - £69,999	16	0	16	18	0	18
£70,000 - £74,999	10	0	10	35	0	35
£75,000 - £79,999	13	0	13	5	0	5
£80,000 - £84,999	2	0	2	9	0	9
£85,000 - £89,999	5	0	5	3	0	3
£90,000 - £94,999	1	0	1	3	0	3
£95,000 - £99,999	2	0	2	1	0	1
£100,000 - £104,999	0	0	0	1	0	1
£105,000 - £109,999	0	0	0	2	0	2
£110,000 - £114,999	2	0	2	1	0	1
£115,000 - £119,999	1	0	1	0	0	0
£125,000 - £129,999	0	0	0	1	0	1
£140,000 - £145,999	1	0	1	0	0	0
	182	**1**	**183**	**199**	**0**	**199**

Senior Employees' Remuneration

The following Council employees are classed as senior employees as they received a salary in excess of £150,000 (disclosed by name) or received a salary in excess of £50,000 and are part of the Council's Strategic Management Team or are in a designated post that is required to be disclosed (disclosed by job title).

	Salary, Fees or		Expenses		Employer's		Employer's		Severance	
	2018/19 £	2019/20 £	2018/19 £	2019/20 £	2018/19 £	2019/20 £	2018/19 £	2019/20 £	2018/19 £	2019/20 £
Chief Executive, Joanne Roney	205,671	202,878	0	0	37,990	38,750	0	0	0	0
City Treasurer (a)	128,259	0	0	0	24,474	0	0	0	0	0
Deputy Chief Executive and City Treasurer, Carol Culley (a)	12,500	153,000	0	0	2,411	29,223	0	0	0	0
Interim City Solicitor (b)	19,301	0	0	0	3,553	0	0	0	0	0
City Solicitor (b)	95,663	127,357	0	0	18,272	24,325	0	0	0	0
Strategic Director (Neighbourhoods) (c)	8,616	126,013	0	0	1,646	24,068	0	0	0	0
Strategic Director of Children and Education Services	139,786	142,582	0	0	26,699	27,233	0	0	0	0
Executive Director of Adult Social Services (d)	41,059	124,126	0	0	7,842	23,708	0	0	0	0
Director of Education	121,664	123,797	0	0	23,238	23,645	0	0	0	0
Director of Population Health and Wellbeing	99,929	104,157	0	0	14,370	14,978	0	0	0	0
Strategic Director (Development)	133,110	142,582	882	272	25,424	27,233	0	0	0	0
Director of ICT, Robert Brown (e)	157,121	0	0	0	30,010	0	0	0	0	0

(a) The post of Deputy Chief Executive (Neighbourhoods) was disestablished and combined with the City Treasurer post from 25 February 2019. The Deputy Chief Executive (Neighbourhoods) left on 24 February 2019. The neighbourhood responsibilities of the Deputy Chief Executive (Neighbourhoods) post were transferred to the Strategic Director Neighbourhoods.

(b) A City Solicitor was appointed on an interim basis on 29 January 2018. The current postholder was appointed City Solicitor on 18 June 2018.

(c) A new post of Strategic Director Neighbourhoods was created on 28 February 2019.

(d) The new post holder was appointed in November 2018.

(e) The former post holder left the Council on 5 May 2020. The current post is no longer included in the senior note as the post holder is paid less than £150,000 per annum and is not part of the Senior Management Team.

Note 20. Exit Packages

The number of agreed exit packages and the total cost of these within each band is shown below.

The total cost figures shown include severance, early retirement and any compensation for loss of office payments that have been agreed at the year end. There were no compulsory redundancies during the financial years 2018/19 and 2019/20.

	2018/19 Number of Staff Departures Agreed	2018/19 Total Cost of Exit Packages £000s	2019/20 Number of Staff Departures Agreed	2019/20 Total Cost of Exit Packages £000s
£0 - £19,999	84	411	84	498
£20,000 - £39,999	7	199	4	104
£40,000 - £59,999	3	159	0	0
£60,000 - £99,999	2	133	2	156
	96	**902**	**90**	**757**

The figures include both schools and non-schools staff.

Note 21. Audit Fees

The following amount of fees have been incurred for work carried out by the external auditors:

	2018/19 £000s	2019/20 £000s
Fees payable to Mazars with regard to external audit services carried out by the appointed auditor	159	159
	159	**159**

Note 22. Property Plant and Equipment

Movements on property, plant and equipment during 2019/20 were as follows:

	Property, Plant and Equipment							
	Council Dwellings Restated £000s	**Other Land and Buildings £000s**	**Vehicles, Plant, and Equipment £000s**	**Infrastructure Assets £000s**	**Community Assets £000s**	**Assets Under Construction £000s**	**Surplus Assets £000s**	**Total £000s**
Movement in 2019/20								
Gross book value brought forward	576,037	1,182,498	103,446	618,424	32,249	81,602	142,871	2,737,127
Accumulated depreciation and impairment brought forward	(25,653)	(47,476)	(45,720)	(137,836)	(853)	0	(9,644)	(267,182)
Net book value carried forward as at 1 April 2019	**550,384**	**1,135,022**	**57,726**	**480,588**	**31,396**	**81,602**	**133,227**	**2,469,945**
Additions	18,428	11,888	9,549	51,978	1,511	56,682	4,412	154,448
Revaluations recognised in revaluation reserve	26,894	44,187	231	0	0	0	(1,152)	70,160
Downward Revaluations recognised in deficit on the provision of services	(5,031)	(6,810)	0	0	0	0	(1,230)	(13,071)
Derecognition - disposals	0	(50,219)	0	0	0	0	0	(50,219)
Transferred (to) held for sale assets	(7,461)	0	0	0	0	0	(4,880)	(12,341)
Other transfers	(2,885)	(2,458)	(239)	5,925	53	(24,028)	5,161	(18,471)
Other movements in cost or valuation - newly recognised leased / PFI assets	16,447	0	2,069	0	0	0	0	18,516
Depreciation	(17,822)	(28,384)	(9,272)	(20,959)	0	0	(673)	(77,110)
Impairments charged to the deficit on the provision of services	0	(828)	(29)	0	0	0	0	(857)
Impairments covered by the revaluation reserve	(10,793)	(1,564)	0	0	0	0	0	(12,357)
Net book value carried forward as at 31 March 2020	**568,161**	**1,100,833**	**60,037**	**517,529**	**32,961**	**114,256**	**134,866**	**2,528,643**

Gross book value carried forward	568,262	1,149,582	113,242	676,326	33,814	114,256	138,909	2,794,391
Accumulated depreciation and Impairment carried forward as at 31 March 2020	(101)	(48,749)	(53,205)	(158,797)	(853)	0	(4,043)	(265,748)
Net book value carried forward as at 31 March 2020	**568,161**	**1,100,833**	**60,037**	**517,529**	**32,961**	**114,256**	**134,866**	**2,528,643**

Movements on property, plant and equipment during 2018/19 were as follows:

	Property, Plant and Equipment							
	Restated Council Dwellings	Other Land and Buildings	Vehicles, Plant, and Equipment	Infrastructure Assets	Community Assets	Assets Under Construction	Surplus Assets	Restated Total
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Movement in 2018/19								
Gross book value brought forward	548,441	1,204,728	100,068	561,251	31,279	76,223	108,789	2,630,779
Accumulated depreciation and impairment brought forward	(27,424)	(56,393)	(38,081)	(118,340)	(853)	0	(9,947)	(251,038)
Net book value carried forward as at 1 April 2018	**521,017**	**1,148,335**	**61,987**	**442,911**	**30,426**	**76,223**	**98,842**	**2,379,741**
Additions	16,237	33,887	5,863	39,982	689	46,167	9,580	152,405
Revaluations recognised in revaluation reserve	47,930	42,061	55	0	0	0	9,321	99,367
Downward Revaluations recognised in the deficit on the provision of services	(13,260)	(11,969)	0	0	0	0	(14,544)	(39,773)
Derecognition - disposals	0	(18,699)	(17)	0	0	0	0	(18,716)
Transferred (to) held for sale assets	(7,079)	(24)	0	0	0	0	(9,193)	(16,296)
Other transfers	(917)	(28,698)	186	17,192	281	(40,788)	40,212	(12,532)
Other movements in cost or valuation - newly recognised leased / PFI assets	12,403	0	504	0	0	0	0	12,907
Depreciation	(16,708)	(27,269)	(8,967)	(19,497)	0	0	(571)	(73,012)
Impairments charged to the deficit on the provision of services	(3,728)	(1,431)	(1,885)	0	0	0	(420)	(7,464)
Impairments covered by the revaluation reserve	(5,511)	(1,171)	0	0	0	0	0	(6,682)
Net book value carried forward as at 31 March 2019	**550,384**	**1,135,022**	**57,726**	**480,588**	**31,396**	**81,602**	**133,227**	**2,469,945**
Gross book value carried forward	576,037	1,182,498	103,446	618,424	32,249	81,602	142,871	2,737,127
Accumulated depreciation and impairment carried forward as at 31 March 2019	(25,653)	(47,476)	(45,720)	(137,836)	(853)	0	(9,644)	(267,182)
Net book value carried forward as at 31 March 2019	**550,384**	**1,135,022**	**57,726**	**480,588**	**31,396**	**81,602**	**133,227**	**2,469,945**

Note 23. Disposal of Assets

The note below shows the value of assets disposed of and the gain and loss on disposal.

	2018/19 £000s	2019/20 £000s
Disposals of Assets		
Held for Sale - Council dwellings (right to buy)	7,079	7,461
Held for Sale - General Fund	8,473	7,515
Academy Disposals	18,699	50,219
Other General Fund Disposals	17	0
	34,268	**65,195**

The schools that transferred to academies in 2019/20 were; Wright Robinson Sports College and The Grange School

(Gains) and Losses on Disposal of Non-current Assets

	2018/19 £000s	2019/20 £000s
Held for Sale - Council dwellings (right to buy)	(2,618)	(3,629)
HRA Other	(4,597)	(3,500)
Held for Sale General Fund	1,017	3,974
Academy Disposals	18,699	50,219
Other General Fund Disposals and other Capital Receipts	(6,770)	(1,607)
	5,731	**45,457**

Note 24. Accounting for Local Government Schools

The Council has the following maintained schools:

	Community	Voluntary Controlled	Voluntary Aided	Foundation
Number of schools, excluding PFI schools	54	13	44	2
Value of Land and Buildings at 31 March 2020	£325,834,000	N/A	N/A	£17,327,000
Value of Land and Buildings at 31 March 2019	£326,388,000	N/A	N/A	£16,325,000
Number of schools subject to PFI contracts	0	0	0	0
Value of Land and Buildings at 31 March 2020	N/A	N/A	N/A	£0
Value of Land and Buildings at 31 March 2019	N/A	N/A	N/A	£40,683,000

Non Current assets

The treatment of land and buildings for each type of school is based on the legal framework underlying each type of school. The Council controls the non current assets of community schools and foundation schools that are vested with the governing body and therefore the land and buildings of those schools are shown on the Council's balance sheet. The land and buildings of voluntary aided, voluntary controlled and foundation schools that are vested with an external trust are owned and controlled by the trustees of the schools or the foundation body and are therefore not shown on the balance sheet of the Council.

Capital expenditure on community and foundation schools vested with the governing body schools is added to the balances for those schools as reported in property, plant and equipment (note 22). Capital expenditure on voluntary aided, voluntary controlled and foundation schools vested with an external trust is treated as REFCUS (Revenue Expenditure Funded from Capital under Statute) expenditure and written off each year to the Comprehensive Income and Expenditure Statement within the Children's Services line.

Revenue Funding

Dedicated Schools Grant (DSG) is a ring-fenced government grant used to fund the running costs of schools and is credited to the Comprehensive Income and Expenditure Statement within gross income on the Children’s Services line based on amounts due from the Department for Education. The running costs of all categories of schools, apart from academies, are shown within the Comprehensive Income and Expenditure Statement.

The DSG is allocated between central council budget and budgets allocated to individual schools (delegated school budgets). Expenditure from central council budgets and delegated schools budgets is charged to the Comprehensive Income and Expenditure Statement under the Children's Services line.

Individual schools' balances, for all categories of schools apart from academies, are included in the balance sheet of the Council within usable reserves (note 42).

Included within the Council's Comprehensive Income and Expenditure Statement and Balance Sheet are the following amounts relating to each category of school.

	Community	Voluntary Controlled	Voluntary Aided	Foundation	Total
	£000s	**£000s**	**£000s**	**£000s**	**£000s**
Opening schools reserves	16,182	3,147	6,235	1,505	27,069
Funding, including DSG	156,054	31,403	102,063	6,309	295,829
Net expenditure incurred by schools	(162,683)	(32,266)	(104,684)	(7,272)	(306,905)
Closing schools reserves	9,553	2,284	3,614	542	15,993

PFI Schemes

The Council no longer has schools subject to PFI contracts. Wright Robinson Sports College transferred to academy status during 2019/20 so the buildings are no longer shown on the Council's balance sheet. The related liability is shown on the balance sheet.

Note 25. Heritage Assets

Movements on heritage assets during 2019/20 were as follows:

	Heritage Assets					
	Fine Art Works	Civic Plate	Monuments Statues and Fountains	Town Hall Sculptures	Other	Total
Cost or valuation	**£000s**	**£000s**	**£000s**	**£000s**	**£000s**	**£000s**
Balance at 1 April 2019	527,769	2,959	715	3,462	3,367	538,272
Additions/ Donations	0	0	30	0	0	30
Revaluations	4,065	0	0	0	0	4,065
Balance at 31 March 2020	**531,834**	**2,959**	**745**	**3,462**	**3,367**	**542,367**

Movements on heritage assets during 2018/19 were as follows:

	Heritage Assets					
	Fine Art Works	Civic Plate	Monuments Statues and Fountains	Town Hall Sculptures	Other	Total
Cost or valuation	**£000s**	**£000s**	**£000s**	**£000s**	**£000s**	**£000s**
Balance at 1 April 2018	528,847	2,959	619	3,462	3,367	539,254
Additions/ Donations	0	0	96	0	0	96
Revaluations	(1,078)	0	0	0	0	(1,078)
Balance at 31 March 2019	**527,769**	**2,959**	**715**	**3,462**	**3,367**	**538,272**

a) Heritage Assets Nature and Scale of Assets Held

Manchester City Galleries (Manchester Art Gallery and Platt Hall) currently holds around 46,000 objects in trust on behalf of the People of Manchester. The collection comprises of approximately 13,600 items of fine art, 10,200 items of decorative art, and 22,200 items of costume.

Manchester City Galleries' collections are covered by the Greater Manchester Act 1981 whereby financially motivated disposal is prohibited by the Act.

In addition to the MCG collections, the Libraries, Information and Archives Service holds a collection of rare books, records and archives that have heritage significance relating to Manchester but are also of national significance.

Heritage furniture, civic plate and Lord Mayor's regalia, sculpture, paintings from the Town Hall collection (and also some paintings from the MCG collection) are displayed in appropriate public spaces, selected offices and meeting rooms.

Further details can be found in the following documents:

. Manchester Art Gallery Collection Development Policy 2016
· Resource and Governance Overview and Scrutiny Committee 17 November 2011 – Heritage Assets Report

b) Heritage Asset Management and Preservation

Manchester City Galleries Collection

The management and care of the collection is overseen by the Deputy Director, in partnership with the Senior Curator, Senior Registrar and Senior Conservator.

Public access to the collections and collection information is delivered in a variety of ways:

- Gallery displays and temporary exhibitions at Manchester Art Galley and Platt Hall.
- Education and outreach activities.
- Web-based information, including the galleries website with searchable database, social networking sites, and the Art UK website.
- Access in store to researchers and interested individuals/groups by arrangement.
- Loans out to UK and international museums and galleries, or other venues.

The collections are assessed and conserved in the conservation studios at Queens Park by highly specialised, fully trained conservators.

The condition of the art works is maintained though a programme of effective collection care to reduce damage and deterioration by reducing risk from physical damage (including handling), theft and vandalism, fire and water/flood, inappropriate relative humidity, light and pollutants.

Further details can be found in the following documents:

· Manchester City Galleries Constitution
. Manchester Art Gallery Strategic Plan 2016-2020
· Manchester City Galleries Procedures Manual 2016
· Manchester City Galleries Collections Development Policy 2016-19 (Amended July 2017)
· Manchester City Galleries Loans Policy 2016-2019

- Manchester City Galleries Conservation and Collection Care Policy 2016 -2019
- Manchester City Galleries Handling Guidelines 2016
- Manchester City Galleries Collection Information Policy 2016-2019

Fine Art Works and Civic Plate, Lord Mayors Regalia, Model of HMS Manchester, Town Hall Sculptures, Furniture

Management of the collection is assisted with advice from Manchester City Galleries. Database records are currently held by MCG on a Ke Emu electronic collection database. Viewing of the items is via a combination of both public display and pre-arranged access to storage areas.

Items in the collection are stored and displayed in a manner which will aid their preservation. Specialised cleaning is performed as and when necessary.

c) Heritage Assets Accounting Policies

Manchester City Galleries Collections

Specified items are included in the balance sheet at market valuation where this exceeds £100,000.

In the case of loss or damage the recoverable amount may be less than the full market valuation as works over £200,000 are insured at 75% of market value up to a threshold cap of £7,000,000.

Non-specified works are grouped and have an insurance value however these items are not included on the balance sheet as in most cases, only a nominal value can be attributed to a particular individual asset.

Over the course of the year the valuations of works which are due to go out on loan are checked and amended if necessary. Valuations are also updated on an incidental basis if a curator becomes aware that a particular work may have increased or decreased in value based on comparative works sold at auction. Changes in value during 2019/20 resulted in an increase in value of £4,065,000 (2018/19 reduction of £1,078,000).

Civic Plate / Lord Mayors Regalia / Model of HMS Manchester

These items are included in the balance sheet at insurance valuation.

Sculptures

The sculptures are deemed to have indeterminate lives; hence the Council does not consider it appropriate to charge depreciation.

Furniture

These items are included in the balance sheet at a nominal value until a more detailed and appropriate valuation can be obtained. The assets within this category are deemed to have indeterminate lives; hence the Council does not consider it appropriate to charge depreciation.

The majority of the heritage furniture, paintings and social history material (including civic gifts) from the Town Hall have been moved to an offsite storage location during the Town Hall restoration project. A selection of furniture and the Lord Mayor's regalia has been retained for use in the Lord Mayor's rooms in Central Library. The Town Hall sculpture collection has been relocated to various venues within the Council's Estate, or on loan to other venues in the city.

Statues and Monuments in the Public Realm

These items are included in the balance sheet at a nominal value plus some relocation and enhancement costs.

The assets will be included at this value until a more detailed and appropriate valuation can be obtained.

The assets within this category are deemed to have indeterminate lives; hence the Council does not consider it appropriate to charge depreciation.

d) Heritage Assets carried as other asset types

Listed Buildings

Manchester has 84 listed buildings and related assets such as the Town Hall, Central Library, Heaton Hall, bridges and areas of parks. The Council also has custody of scheduled ancient monuments including the City Centre Hanging Bridge and the moated sites to Clayton Hall and Peel Hall in addition to a number of other monuments, statues and fountains.

Listed buildings, such as the Town Hall complex, are actively used in the delivery of Council services. In accounting terms they have been classified as operational assets and reported and valued as Property, Plant and Equipment in the same way as other assets of this type.

Statues / Fountains

Statues and Fountains situated in open spaces are classified as street furniture. As no insurance valuation is available and cannot be obtained at a cost which is commensurate with the benefits to users of the financial statements these assets have not been recognised in the balance sheet.

Rare Books, Records and Archives

Rare books, records and archives that have heritage significance relating to Manchester. As no insurance or market valuation is available and cannot be obtained at a cost which is commensurate with the benefits to users of the financial statements these assets have not been recognised in the balance sheet.

Note 26. Valuation of Property, Plant and Equipment

The Council's non-current assets are valued on the balance sheet in accordance with the statement of asset valuation principles and guidance notes issued by the Royal Institution of Chartered Surveyors (RICS):

- plant and machinery is included in the valuations of buildings when it is an integral part of the building

- properties classified as operational, excluding council dwellings, were valued on the basis of net realisable value in existing use or, where a market did not exist, on the basis of depreciated replacement cost

- council dwellings were valued at existing use value - social housing

- community assets and infrastructure have been valued at historic cost net of depreciation

- assets under construction are held at historic cost until brought into use.

- surplus assets have been valued on the basis of market value for the highest or best use

Depreciation has been calculated using a straight-line method (i.e. apportioned equally over each year of the life of the asset) for all assets unless that depreciation is immaterial. The estimated useful life of each property is determined by a qualified valuer and updated at each valuation. Land and assets not yet available for use (assets under construction) are not depreciated.

The range of asset lives for each asset type are shown in the table below:

Asset Valuation Groups	Range From (years)	Range To (years)
Council Dwellings - Main Structure	15	67
Adult Education Facilities	8	37
Car Parks	16	21
Children's Home / Family Centres	9	39
Day Centres / Luncheon Clubs	8	51
Galleries	29	58
Depots	9	50
Housing Offices	7	39
Leisure Centres / Sports Facilities	8	59
Libraries	2	55
Markets	11	16
Offices	20	54
Park Buildings	1	49
Schools	3	58
Youth Clubs / Children's Centres / Nurseries	3	49
BMX / Skate / Bike Facilities	19	52
Cemeteries and Crematoria	6	31
Vehicles, Plant, Furniture and Equipment	1	29
Infrastructure Assets	25	48
Surplus Assets	3	52

Council dwellings are valued annually. All other assets, with the exception of those valued at historic cost net of depreciation, are revalued sufficiently regularly to ensure that their carrying amount is not materially different from their value at year end, but as a minimum every five years. Valuations have been undertaken during the year by internal Council valuers and Jacobs, external valuers commissioned by the Council with a valuation date of 1 April 2019. Jacobs have provided indexation factors for the percentage increase in value from the date of the last valuation to 31 March 2020 for each category of asset. These were not material in 2019/20 so have not been applied to the asset values.

The Valuers have determined the appropriate method of valuation having regard to the assets' physical and economic characteristics. Assets are valued using the depreciated replacement cost approach where there is no active market for the asset being valued, that is, where there is no relevant evidence of recent sales transactions due to specialist nature of the asset.. Assumptions made by the valuer for this approach relate to the depreciation rate applied to reflect the physical condition and any economic or functional obsolescence of the asset in respect of its current use. Where recent transactions can be identified , the Valuer has adopted the existing use value method, where rental value is capitalised at a rate determined by the type, quality and location of the asset. The assumptions made by the valuer include the application of an appropriate rental value and capitalisation rate. This is based on comparable evidence of market transactions of similar assets nearby.

A large proportion of the Council's PPE asset value is comprised of properties valued using the Depreciated Replacement Cost (DRC) method of valuation.

Inspections of property, plant and equipment (PPE) were carried out in 2019/20 as part of the Council's revaluation process. As a result of these inspections the Council recognised revaluations of PPE in the revaluation reserve of £70,160,000 reflecting the revaluation movement since the last revaluation of these assets.

The Council also performed impairment reviews where there were impairment indicators, such as a change in use or capital expenditure in excess of £500,000 during the year. Downward valuations were charged against the revaluation reserve to the extent there was a credit balance in the reserve for the individual asset. Amounts in excess of the credit balance in the reserve were charged to the Comprehensive Income and Expenditure Statement. This has resulted in £13,928,000 in relation to PPE being charged to the Comprehensive Income and Expenditure Statement.

The following table lists the value of each type of property, plant and equipment with the year of their last valuation:

	Council Dwellings £000s	Other Land & Buildings £000s	Vehicles, Plant, & Equipment £000s	Infrastructure Assets £000s	Community Assets £000s	Surplus Assets £000s	Assets Under Construction £000s	Total £000s
Historical Cost	0	0	53,939	517,529	32,961	0	114,256	718,685
Valuation Year								
15/16	337	48,724	0	0	0	16,735	0	65,796
16/17	0	21,973	0	0	0	7,608	0	29,581
17/18	0	9,340	0	0	0	7,242	0	16,582
18/19	0	277,051	156	0	0	66,604	0	343,811
19/20	567,824	743,745	5,943	0	0	36,677	0	1,354,189
Total	**568,161**	**1,100,833**	**60,037**	**517,529**	**32,961**	**134,866**	**114,256**	**2,528,643**

Surplus Assets

Fair Value Hierarchy

Details of the Council's surplus properties and information about the fair value hierarchy as at 31 March is as follows:

		31 March 2019 £000	31 March 2020 £000
Other significant inputs	Level 2	26,992	21,917
Significant unobservable inputs	Level 3	106,235	112,949
		133,227	134,866

All surplus property has been valued in accordance with IFRS13 under the fair value hierarchy. The fair value measurement requires the valuer to determine:

- the highest and best use of the asset and whether it is used in combination with other assets or on a stand alone basis
- what is legally, physically and financially feasible
- the market in which an orderly transaction would take place for the asset

- the appropriate valuation technique to use maximising the use of relevant observable inputs (market data such as market rents and yields or actual information about transactions such as lease details or covenant strength) and minimising observable inputs (these are inputs where market data is not available and are developed using the best information available about the assumptions market participants would use when pricing the asset such as comparable land or property values. Where such evidence is not available the use of sales values and cost of development to produce a residual value has been used).

The fair value of surplus assets has been measured using the market valuation technique and has taken account of the following factors - market evidence of capital values, location, size, layout, knowledge of planning requirements and potential development costs. As the future use of these assets is yet to be determined, the current use cannot be assumed to be highest and best, however in estimating the fair value of surplus properties, the highest and best use of the properties has been adopted in accordance with the Code.

There have been transfers of £300,000 between levels of fair value hierarchy during 2019/20. These included: land in Holt Town and Hall Moss Road

Reconciliation of Fair Value Measurements Categorised within Level 3 of the Fair Value Hierarchy

	2018/19 £000	2019/20 £000
Balance at 1 April	71,840	106,235
Transfers to surplus assets	31,859	5,292
Transfers between levels	2,165	300
Total (losses) included in deficit on provision of services resulting from changes in the fair value	(14,513)	(796)
Total gains / (losses) included in other comprehensive income and expenditure	9,140	(1,152)
	100,491	109,879
Additions	6,314	3,743
Depreciation	(570)	(673)
Balance at 31 March	106,235	112,949

Total losses included in deficit on provision of services resulting from changes in the fair value are shown within council wide costs in the Comprehensive Income and Expenditure Statement.

Fair Value Hierarchy

Level 1 Level 1 inputs are quoted prices in active markets for identical assets or liabilities that the entity can access at the balance sheet date. A quoted market price in an active market provides the most reliable evidence of fair value.

Level 2 Level 2 inputs are inputs other than quoted market prices included within Level 1 that are observable for the asset, either directly or indirectly.

Level 2 inputs include:
Quoted prices for similar assets or liabilities in active markets
Quoted prices for identical or similar assets or liabilities in markets that are not active
Inputs other than quoted prices that are observable for the asset or liability, for example:
Interest rates and yield curves

Level 3 Level 3 inputs are unobservable inputs for the asset or liability. Unobservable inputs are used to measure fair value to the extent that relevant observable inputs are not available, thereby allowing for situations in which there is little, if any, market activity for the asset of liability. An entity develops unobservable inputs using the best information available in the circumstances, which might include the entity's own data, taking into account all information about market participant assumptions that is reasonably available.

Note 27. Assets Held For Sale

Assets are categorised as held for sale when an asset is available for immediate sale in its present condition, the sale is highly probable, it is being actively marketed (if applicable) and the sale is expected to be within one year of classification as held for sale.

Movements on assets held for sale during the year were as follows:

	Assets Held For Sale £000s
Net book value brought forward	**10,414**
Movement in 2018/19	
Reclassifications	16,296
Additions	276
Disposals	(15,552)
Revaluations	339
Net book value carried forward as at 31 March 2019	**11,773**
Movement in 2019/20	
Reclassifications	12,341
Disposals	(14,975)
Revaluations	335
Net book value carried forward as at 31 March 2020	**9,474**

Note 28. Assets Recognised Under PFI and Similar Arrangements

Movements on PFI and similar arrangements assets and liabilities during the year were as follows:

	Energy Services £000s	Temple Primary School £000s	Plymouth Grove Housing £000s	Miles Platting Housing £000s	Restated Brunswick Housing £000s	Public Lighting £000s	Wright Robinson Sports College £000s	Refuse Vehicles Service Concession £000s	ated Total £000s
Net book value brought forward	**86**	**6,427**	**25,592**	**56,225**	**40,987**	**51,599**	**42,196**	**4,239**	**227,351**
Movement in 2018/19									
Expenditure	0	0	131	0	13	12,124	0	0	12,268
Newly recognised assets	0	0	0	0	12,403	0	0	505	12,908
Disposals	0	(6,394)	0	0	0	0	0	0	(6,394)
Reclassifications	0	0	(325)	(1,314)	(389)	0	0	0	(2,028)
Depreciation	(8)	(33)	(756)	(1,801)	(1,177)	(2,548)	(709)	(613)	(7,645)
Revaluations	0	0	1,123	3,311	(11,955)	0	(804)	0	(8,325)
Impairments	0	0	(79)	0	(52)	0	0	0	(131)
Net book value carried forward as at 31 March 2019	**78**	**0**	**25,686**	**56,421**	**39,830**	**61,175**	**40,683**	**4,131**	**228,004**
Movement in 2019/20									
Expenditure	0	0	149	0	0	8,118	0	0	8,267
Newly recognised assets	0	0	0	0	16,447	0	0	2,069	18,516
Disposals	0	0	0	0	0	0	(40,258)	0	(40,258)
Reclassifications	0	0	(578)	(571)	(550)	0	0	0	(1,699)
Depreciation	(7)	0	(774)	(1,865)	(1,274)	(2,772)	(425)	(694)	(7,811)
Revaluations	0	0	3,942	9,162	(957)	0	0	0	12,147
Impairments	0	0	(89)	0	0	0	0	0	(89)
Net book value carried forward as at 31 March 2020	**71**	**0**	**28,336**	**63,147**	**53,496**	**66,521**	**0**	**5,506**	**217,077**

Temple Primary School transferred to Academy status during 2018/19. Wright Robinson Sports College transferred to Academy status during 2019/20.

	Energy Services £000s	Temple Primary School £000s	Plymouth Grove Housing £000s	Miles Platting Housing £000s	Brunswick Housing £000s	Public Lighting £000s	Wright Robinson Sports College £000s	Refuse Vehicles Service Concession £000s	Total £000s
Deferred liability brought forward	**530**	**2,483**	**15,879**	**50,572**	**31,609**	**28,893**	**22,159**	**4,239**	**156,364**
Movement in 2018/19									
Additional liability	0	0	0	0	12,403	0	0	505	12,908
Write down of liability	(289)	(191)	(585)	(3,529)	(5,297)	(1,855)	(1,015)	(613)	(13,374)
Deferred liability carried forward as at 31 March 2019	**241**	**2,292**	**15,294**	**47,043**	**38,715**	**27,038**	**21,144**	**4,131**	**155,898**
Movement in 2019/20									
Additional liability	0	0	0	0	16,447	0	0	2,089	18,536
Write down of liability	(241)	(219)	(633)	(2,552)	(5,535)	(1,957)	(1,080)	(714)	(12,931)
Deferred liability carried forward as at 31 March 2020	**0**	**2,073**	**14,661**	**44,491**	**49,627**	**25,081**	**20,064**	**5,506**	**161,503**

Note 29. Assets Held as Lessee

Operating Leases

The Council has obtained the right to use printers and multi-functional devices by entering into operating leases.

The Council has entered into a number of leases relating to offices and land. The leases vary in length from short-term leases to those with terms over 600 years.

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

	31 March 2019 £000s	31 March 2020 £000s
Not later than one year	4,414	5,150
Later than one year and not later than five years	16,024	17,539
Later than five years	39,835	37,734
	60,273	**60,423**

Lease payments made:

	2018/19 £000s	2019/20 £000s
Minimum lease payments	4,161	5,146
	4,161	**5,146**

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

	2018/19 £000s	2019/20 £000s
Corporate Core	333	356
Growth and Development	3,828	4,790
Total minimum lease payments	**4,161**	**5,146**

Finance Leases

Finance leases classified as vehicles, plant, furniture and equipment have a gross carrying amount of gross asset cost less the lessor's disclosed residual value. Depreciation is charged on a straight line basis over the life of the lease.

	Land and building £000s	Vehicles, plant and equipment £000s	Total £000s
Net book value brought forward	**0**	**14**	**14**
Movement in 2018/19			
Transfers of Assets upon Expiry of Lease - Gross Asset Cost	0	(414)	(414)
Transfers of Assets upon Expiry of Lease - Accumulated Depreciation	0	414	414
Disposals - Gross Asset	0	0	0
Disposals - Accumulated Depreciation	0	0	0
Depreciation	0	(14)	(14)
Net book value carried forward as at 31 March 2019	**0**	**0**	0
Gross Book Value as at 31 March 2019	0	68	68
Accumulated Depreciation as at 31 March 2019	0	(68)	(68)
Net book value carried forward as at 31 March 2019	**0**	**0**	0

There are no outstanding commitments to enter into further finance lease agreements.

Note 30. Assets Held as Lessor

Operating Leases
The Council has leased out a number of offices, industrial premises and land to various organisations for both community use and economic development purposes. The leases vary in length and are all classed as operating leases.

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

	Restated 31 March 2019 £000s	31 March 2020 £000s
Not later than one year	18,901	16,931
Later than one year and not later than five years	63,460	61,526
Later than five years	976,547	917,057
Total minimum lease payments	**1,058,908**	**995,514**

The 2018/19 figures in the table above have been amended to remove income received by the Council, for the lease of land at Manchester Airport, that is transferred to the other 9 authorities in Greater Manchester as their share.

This reduction is £4.263m for not later than one year, £17.054m for later than one year and not later than five years plus £260.28m for later than five years.

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

Note 31. Investment Properties

The value of income generating investment properties classed as operating leases is £474,880,000 (£422,476,000 in 2018/19). The balance of investment properties are held for capital appreciation purposes.

These assets are classed as investment properties because they are held to solely earn rentals during the year and are not used by the Council in delivering its services. As these assets are classed as investment properties no depreciation charge has been made in 2018/19 or 2019/20.

	2018/19 £000s	2019/20 £000s
Rental income from investment property	(22,766)	(22,840)
Direct operating expenses arising from investment property	3,155	2,858
Net gain	**(19,611)**	**(19,982)**

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

	Investment Properties £000s
Net book value brought forward as at 1 April 2018	**414,985**
Movement in 2018/19	
Expenditure	8,013
Reclassifications	12,531
Movement in fair value of investment property	(12,715)
Net book value carried forward as at 31 March 2019	**422,814**
Movement in 2019/20	
Expenditure	8,746
Reclassifications	18,473
Movement in fair value of investment property	25,194
Net book value carried forward as at 31 March 2020	**475,227**

Fair Value Hierarchy

All properties within the Council's investment portfolio have been value assessed as Level 2 on the fair value hierarchy for valuation purposes (accounting policy 7.2.33 provides an explanation of the fair value levels).

Valuation Techniques Used to Determine Level 2 Fair Values for Investment Properties

The fair value of investment property has been measured using a market approach, which takes into account quoted market prices for similar assets in active markets, existing lease terms and rentals, research into market evidence including market rentals and yields, covenant strength for existing tenants and data and market knowledge gained in managing the Council's investment asset portfolio. Market conditions are such that similar properties are actively purchased and sold and the level of observable inputs are significant, leading to the properties being categorised as level 2 on the fair value hierarchy.

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

Highest and Best Use

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

Valuers

The investment properties were valued in accordance with the methodologies and bases for estimation set out in the professional standards of the Royal Institution of Chartered Surveyors (RICS) by Jacobs, external valuers employed by the Council.

Note 32. Capital Expenditure and Capital Financing

	2018/19 £000s	2019/20 £000s
Opening Capital Financing Requirement	**1,237,120**	**1,528,528**
Expenditure		
Property, plant and equipment	152,405	154,448
Investment properties	8,013	8,746
Assets held for sale	276	0
Heritage assets	96	30
Revenue expenditure funded from capital under statute*	49,793	31,004
Intangible assets	198	57
Long term debtors	237,986	59,342
Investment in share capital	4,000	1,870
	452,767	255,497
Assets acquired under finance lease / PFI arrangements	12,907	18,516
Novation of long term debtors	0	(154,577)
Funding Resources		
Revenue contributions	(8,943)	(15,456)
Capital Receipts	(41,117)	(19,729)
Major Repairs Reserve	(14,084)	(18,594)
Government grants	(76,530)	(42,658)
External contributions	(12,101)	(28,059)
Minimum Revenue Provision	(21,491)	(26,991)
	(174,266)	(151,487)
Closing Capital Financing Requirement	**1,528,528**	**1,496,477**
HRA	281,648	298,095
Non HRA	1,246,880	1,198,382
Closing Capital Financing Requirement	**1,528,528**	**1,496,477**
Explanation of Movement in Year		
Minimum Revenue Provision	(21,491)	(26,991)
Increase in underlying need to borrow	299,992	131,001
Assets acquired under finance lease / PFI arrangements	12,907	18,516
Novation of long term debtors	0	(154,577)
	291,408	(32,051)

The novation of long term debtors relates to the transfer to the Greater Manchester Combined Authority (GMCA) of investments made using Housing Investment Fund and City Deal Receipts funding, following the novation of the associated debt to the GMCA. With both the debt and the associated investments being novated, the CFR requires an adjustment to reflect this.

* Legislation allows some expenditure to be classed as capital expenditure even though it does not result in the recognition of a non-current asset on the Council's balance sheet (i.e. grants and expenditure on property not owned by the Council). This enables the expenditure to be funded by capital resources, rather than charging the General Fund and impacting upon the year's council tax.

Further analysis of the capital expenditure incurred is shown in the narrative report.

Note 33. Contracted Capital Commitments

Many capital schemes take two or more years to complete. At the Balance Sheet date the main estimated contractual commitments relating to ongoing schemes for the enhancement of assets were as follows:

	31 March 2019 £000s	**31 March 2020 £000s**
Housing	2,559	10,680
Education	0	244
Indoor Leisure	1,263	382
The Factory	100,824	65,866
Our Town Hall	14,987	12,799
Street Lighting	7,327	1,649
Alexandra House	805	5,936
Highways Investment Programme	3,887	4,752
Gorton Health Hub	967	107
New Islington Marina	1,761	0
Carbon Reduction Programme	0	2,344
Civic Quarter Heat Network	17,168	7,788
	151,548	**112,547**

There are no contracted capital commitments related to the acquisition of property, plant and equipment.

Note 34. Investments

The Council has the following long-term investments:

	31 March 2019 £000s	31 March 2020 £000s
Investments in organisations included in the group statements		
Manchester Airports Holdings Ltd Share Capital	112,354	112,354
Manchester Airports Holdings Ltd C Shares	0	1,870
Destination Manchester Ltd Share Capital	10,200	10,200
Other long-term investments		
Investments in subsidiaries not included in the group statements		
Manchester Mortgage Corporation Plc Share Capital	149	146
Investments in associates and joint ventures not included in the group statements		
National Car Parks (Manchester) Ltd Share Capital	1,693	2,147
Eastlands Development Company Limited	1,185	1,155
Matrix Homes Ltd	6,515	5,079
Mayfield Developments	4,000	4,000
	136,096	**136,951**
Other long-term investments	13,035	12,536
Total other long-term investments	**13,035**	**12,536**
Total Long-Term Investments	**149,131**	**149,487**

The investments in Manchester Airports Holdings Ltd and Destination Manchester Ltd are shown at cost.

All other investments are held at fair value, either at quoted price or based on the Council's share of reserves of the company.

At 31 March 2020 the Council had short term investments of £20.098m with Bank of Scotland (£5.010m), HSBC (£5.087m), Nat West (£0.001m) and Rotherham Metropolitan Borough Council (£10.000m); 31 March 2019 £9.017m with Bank of Scotland (£3.981m), HSBC (£5.035m) and Nat West (£0.001m). These are classed as short term investments as they have been invested for a period greater than three months but less than twelve months.

The table below shows summarised financial information for the Council's joint venture for 2018/19 and 2019/20. These figures show the Council's share of the joint venture's results:

Council's share of Manchester Airports Holdings Ltd	**2018/19 £000s**	**2019/20 £000s**
Total current assets as at 31 March	60,970	298,626
Total long term assets as at 31 March	1,318,380	1,496,112
Total current liabilities as at 31 March	108,955	154,851
Total long term liabilities at 31 March	748,125	1,162,164
Total income	311,500	315,737
Total expenditure	261,625	264,830

Note 35. Debtors and Payments in Advance

As the balance sheet date represents the position at the end of the financial year, there are monies owed to the Council at that date which are yet to be received in cash. The following analysis shows the amounts owed to the Council which had not been received at 31 March.

The Council also makes provision for outstanding monies which it is anticipated will not be recovered. These amounts are then deducted from the total value of debtors shown in the accounts. An analysis of this impairment of debt is shown below:

	31 March 2019 £000s	31 March 2020 £000s	
Short term debtors and payments in advance			
Debtors classed as Financial Instruments			
Government departments	31,622	30,211	
Other local authorities	10,902	35,687	a
NHS bodies	5,713	7,358	
Public corporations	335	1,503	
Housing rents	8,216	7,599	
Housing investment fund loans	118,710	0	b
All other bodies (external to government) - trade organisations and individuals	119,282	123,455	
	294,780	205,813	
Impairment of Debt			
Housing rents	(6,263)	(6,356)	
Other	(59,332)	(63,369)	
	229,185	136,088	
Debtors not classed as Financial Instruments			
HM Revenue and Customs	7,728	6,657	
Council tax	57,169	61,502	
Business rates	33,881	28,914	
Destination Manchester Ltd / Manchester Central Ltd	750	750	
All other bodies (external to government) payments in advance	8,318	7,400	
Impairment of Debt			
Council tax	(40,851)	(47,203)	
Business rates	(23,703)	(23,253)	
Total	**272,477**	**170,855**	

a. The increase in local authority debtors mainly relates to higher highways capital contributions due from Transport for Greater Manchester, higher business rates retained levies due from Cheshire East and Cheshire West and Chester Councils and redistribution of waste reserves from the Greater Manchester Combined Authority.

b. All Housing Investment Fund debtors have been repaid or novated to the Greater Manchester Combined Authority.

Within debtors and payments in advance the amount outstanding for over 30 days that is not impaired is £46.7m. This includes business rates debtors £4.7m, and council tax debtors £5.3m and housing benefit overpayment debtors £3.0m.

An analysis of business rates and council debtors outstanding for over 30 days not impaired is shown below.

	31 March 2019 £000s	31 March 2020 £000s
Less than three months	1,301	902
Three to six months	1,446	1,003
Six months to one year	3,036	2,105
More than one year	20,713	15,949
	26,496	19,959

These are amounts which are owed to the Council which are being repaid over various periods longer than one year. Long-term debt which has become due in less than twelve months has been reclassified as short-term debt.

	31 March 2019 £000s	31 March 2020 £000s	
Amounts falling due after one year			
Debtors classed as Financial Instruments			
Former Greater MC debt	47	24	(a)
Private Sector Housing Loans	10,856	10,842	(b)
Equity Mortgages	3,436	2,952	(c)
Matrix Homes	8,338	8,889	(d)
Biffa Municipal	3,569	4,379	(e)
Manchester Quays Riverside	4,300	4,288	(f)
Manchester College	17,747	17,596	(g)
Other	3,040	2,985	(h)
	51,333	51,955	
Debtors not classed as Financial Instruments			
Manchester Airports Holdings Ltd	207,418	218,713	(i)
Destination Manchester Ltd / Manchester Central Ltd	16,407	16,407	(j)
PFI prepayments	24,494	23,156	(k)
Total	**299,652**	**310,231**	

a - This debtor relates to loan advances in respect of undertakings transferred to the former Greater Manchester Council and are repayable by the Greater Manchester Metropolitan Debt Administration Fund.

b - These debtors relate to loans to individuals given to carry out works to their properties or to provide relocation assistance following compulsory purchase orders. These loans are accounted for as embedded derivatives or soft loans. The amount relating to embedded derivatives is an estimate of the amount to be repaid based on the amount of loans outstanding adjusted by the Land Registry House Pricing Index. The amount relating to soft loans is based on the amount to be repaid reduced by the amount of foregone interest as these loans are offered at below market rates of interest.

c - These debtors relate to the balance due to the council from the mortgagee 10 years after the granting of equity mortgages.

d - This debtor relates to a technical loan for the grant of long term leases to Matrix Homes and includes accrued long term interest.

e - This debtor relates to a loan made to the company to purchase equipment to provide services to the Council.

f - This debtor relates to a loan made to Manchester Quays Riverside Ltd in connection with The Factory arts centre

g - This debtor relates to a loan and accrued interest made to Manchester College

h - This debtor relates to loans made to other organisations.

i - These debtors relate to long-term loan advances made to Manchester Airports Holdings Ltd to assist in the financing of approved capital works. A loan of £83.168m was renegotiated during 2009/10 and includes debt that was previously the responsibility of the Greater Manchester Debt Administration Fund. Advances totalling £124.25m have been made during 2018/19. These loans are to contribute towards capital works at Manchester and Stansted Airports. This long term debtor also includes accrued interest of £11.295m.

j - This debtor relates to loans made to the company.

k - These debtors relate to amounts paid to contractors as part of the unitary charge where works will take place at a later date.

i - These debtors relate to long-term loan advances and accrued interest made to Manchester Airports Holdings Ltd to assist in the financing of approved capital works. A loan of £83.168m was renegotiated during 2009/10 and includes debt that was previously the responsibility of the Greater Manchester Debt Administration Fund. Advances totalling £124.25m have been made during 2018/19. These loans are to contribute towards capital works at Manchester and Stansted Airports.

j - This debtor relates to loans made to the company.

k - These debtors relate to amounts paid to contractors as part of the unitary charge where works will take place at a later date.

Note 36. Intangible Current Assets

Intangible current assets relate to Carbon Reduction Commitment (CRC) allowances purchased against future emissions. The CRC allowances have been replaced by an increased Climate Change Levy rate in 2019/20.

Note 37. Creditors and Receipts in Advance

As the Council's Balance Sheet represents the financial position at the end of the financial year, these are monies owed by the Council at that date which have yet to be paid. There are also amounts which the Council has received before the end of the financial year which relates to services which have not yet been provided. This analysis shows the amounts owed which had not yet been paid and the amounts received in advance as at 31 March.

	31 March 2019 £000s	31 March 2020 £000s	
Short Term Creditors and Receipts in Advance			
Creditors classed as Financial Instruments			
Government departments	6,327	7,514	
Other local authorities	20,669	28,083	a
NHS bodies	755	535	
Public corporations	207	1	
Financial institutions	836	1,447	
Housing rents	2,197	2,652	
Other bodies (external to government) - trade organisations and individuals	92,556	102,406	
	123,547	142,638	
Creditors not classed as Financial Instruments			
Government departments receipts in advance	10,142	34,816	b
Other local authorities receipts in advance	697	201	
NHS bodies receipts in advance	208	87	
Other bodies (external to government) receipts in advance	5,506	7,165	
HM Revenue and Customs	6,726	8,083	
Council tax	7,374	7,986	
Business rates	15,605	15,620	
Total	**169,805**	**216,596**	

a The increase in local authority creditors is mainly due to the net balance of the revenue transactions relating to the housing investment fund held by the Council on behalf of the Greater Manchester Combined Authority and the share of increased business rate levies due to Cheshire East and Cheshire West and Chester Councils and the Greater Manchester Combined Authority.

b The increase in government department receipts in advance mainly relates to the 2020/21 section 31 business rates grants which were paid in March 2020 by central government to assist councils with cash flow during the COVID19 pandemic.

These are amounts which are owed by the Council which are being repaid over various periods longer than one year. Long-term creditors which have become due in less than twelve months have been reclassified as short-term creditors.

	31 March 2019 £000s	31 March 2020 £000s
Amounts falling due after one year		
Creditors classed as Financial Instruments		
Equity mortgages - share of proceeds	1,168	1,004
Homes and Communities Agency re Matrix Homes	192	239
Total	**1,360**	**1,243**

Capital Grants Receipts in Advance

	31 March 2019 £000s	31 March 2020 £000s
Carrington Reinstatement Deposit	801	801
Contributions from Private Developers	7,850	8,942
Basic Need Grant	10,639	0
Total	19,290	9,743

The Council has not been allocated Basic Need Grant in 2020/21, therefore none was received in advance.

Note 38. Analysis of Long-term Borrowing

a. To Balance Sheet Date

The table below shows the outstanding long-term borrowing at 31 March:

	31 March 2019 £000s	Range of Interest Rates Payable from %	to %	Average Interest %	31 March 2020 £000s
Analysis of loans by type					
Public Works Loans Board	150,000	2.4300	2.4700	2.4500	150,000
Market Loans	409,210	0.7500	6.8438	4.2462	412,102
Government Debt	47,164	0.0000	0.0000	0.0000	22,437
Stocks	858	4.0000	4.0000	4.0000	858
Total Outstanding	607,232				585,397
Analysis of loans by maturity					
1-2 years	2,000				9,663
2-5 years	43,401				23,537
5-10 years	10,908				1,431
after 10 years	550,923				550,766
	607,232				585,397

The reduction in Government Debt relates to the novation of the City Deal Receipts funding to the Greater Manchester Combined Authority

b - To Maturity

The table below includes the outstanding long-term borrowing at the balance sheet date (as per the table above) plus interest due to the date of maturity of the outstanding loans. This provides details of future commitments if the loans are held to the date of maturity.

	31 March 2019 £000s	Range of Interest Rates Payable from %	to %	Average Interest %	31 March 2020 £000s
Analysis of loans by type					
Public Works Loans Board	292,787	2.4300	2.4700	2.4500	289,112
Market Loans	1,134,355	0.7500	6.8438	4.2462	1,119,395
Government Debt	47,165	0.0000	0.0000	0.0000	22,437
Stocks	1,925	4.0000	4.0000	4.0000	1,890
Total Outstanding	1,476,232				1,432,834
Analysis of loans by maturity					
1-2 years	23,550				31,134
2-5 years	107,159				86,856
5-10 years	116,019				106,541
after 10 years	1,229,504				1,208,303
	1,476,232				1,432,834

The reduction in Government Debt relates to the novation of the City Deal Receipts funding to the Greater Manchester Combined Authority

Note 39. Deferred Liabilities

The note below shows the amounts owed by the Council, split between short term (amounts owed in less than 12 months) and long term (amounts owed in more than 12 months) on the balance sheet.

	31 March 2019 £000s	Repaid in year £000s	Additions in year £000s	31 March 2020 £000s	Short Term 31 March 2020 £000s	Long Term 31 March 2020 £000s
Ex GMC debt	7,516	(2,370)	0	5,146	2,503	2,643
Private Finance Initiatives	151,767	(12,217)	16,447	155,997	8,205	147,792
Service Concession	4,131	(714)	2,089	5,506	745	4,761
	163,414	**(15,301)**	**18,536**	**166,649**	**11,453**	**155,196**

Note 40. Provisions

Provisions are established to meet liabilities or losses which are likely or certain to be incurred, but the amounts or timings are uncertain. These have been split between short term (amounts owed in less than 12 months) and long term (amounts owed in more than 12 months) on the balance sheet.

The Council has established the following provisions:

	31 March 2019 £000s	Transfers in year £000s	Amounts used in year £000s	Contributions in year £000s	Amounts released in year £000s	31 March 2020 £000s	Short Term 31 March 2020 £000s	Long Term 31 March 2020 £000s	
Compensation provisions	11,822	0	(3,956)	2,338	(663)	9,541	4,675	4,866	a
Insurance provision (including HRA)	4,042	0	(783)	154	0	3,413	1,380	2,033	b
Provision for business rate appeals	78,776	0	(9,198)	21,421	0	90,999	24,872	66,127	c
Various other provisions	888	0	(246)	146	(12)	776	643	133	
	95,528	**0**	**(14,183)**	**24,059**	**(675)**	**104,729**	**31,570**	**73,159**	

a - The compensation provisions have been set up to compensate claimants for claims received by the Council as at 31 March 2020. These claims will be paid as the amount of compensation is agreed for each case. The amounts of the provisions have been calculated based on an estimate of the likely settlement of the claims. There is no expected reimbursement to fund these claims.

b - The insurance provision includes amounts in relation to Municipal Mutual Insurance. In January 1994, the Council's then insurer, Municipal Mutual insurance (MMI) made a Scheme of Arrangement with its creditors. Under this scheme, claims are initially paid out in full, but if the eventual winding up of the company results in insufficient assets to meet all liabilities, a clawback clause will be triggered, which could affect claims already paid.

On 13 November 2012, the directors of MMI triggered the Scheme of Arrangement. This was because solvent run off could not be foreseen and there was no alternative to insolvent liquidation.

A Levy Notice was issued on 1 January 2014 by the Scheme Administrator at a rate of 15% on established scheme liabilities exceeding £50,000 in aggregate. A further levy notice was issued on 1 April 2016 stating that the levy should now be set at 25%.

The rate of Levy may be adjusted by the Scheme Administrator if, following a review of the financial position of MMI, he determines that the rate requires to be increased or decreased. Any such adjustment would be applied to the carried forward gross payments at that time.

Based on the most recent insurance data, £4.020m claims had already been paid with outstanding claims of £1.012m for which a provision of £1.246m has been made at 31 March 2020.

c - Following the partial localisation of business rates from 1 April 2013 the Council is required to make a provision for its share of the estimated settlement value of appeals against business rates. For the 2010 list this provision has been estimated using information received from the Valuation Office Agency (VOA) on appeals settled and outstanding. For the 2017 rating list the assumption has been made that the reduction in income due to appeals will be a similar percentage to the prior lists. The Council can not be certain as to when these appeals will be settled as it is dependant on the timing of their settlement by the VOA. This provision has been determined on the assumption that current outstanding appeals will be settled in line with previous experience. The Council's share of the provision is 99% as a result of the Council participating in the 100% rates retention pilot (the remaining 1% is attributable to the GMCA fire and rescue element). Settled appeals will be charged to the provision once determined by the VOA.

Note 41. Financial Instruments

The Council's treasury management policy complies with the CIPFA Code of Practice on Treasury Management (Revised November 2009). This was adopted by the Council on 7 March 2012. In accordance with best practice, the City Treasurer has undertaken a review of the policy and is satisfied that the policy is relevant and complete.

The Council's treasury management activities are managed through a Central Loans and Investment Account. Operating a Central Loans and Investment Account enables the Council to borrow on advantageous terms, minimise administration costs and dampen the effects of large interest rate changes. In 2019/20 the average net rate of interest paid and received was 3.24% (3.89% in 2018/19).

A financial instrument is any contract that results in a financial asset in one entity and a financial liability or equity shareholder in another.

Financial Instruments Balances

	Long-Term		Current		Total	
	31 March 2019 £000s	**31 March 2020 £000s**	**31 March 2019 £000s**	**31 March 2020 £000s**	**31 March 2019 £000s**	**31 March 2020 £000s**
Financial Liabilities at Amortised Cost:						
Borrowings	607,232	585,397	126,283	32,904	733,515	618,301
Deferred Liabilities	148,277	155,196	15,137	11,453	163,414	166,649
Creditors	1,360	1,243	123,547	142,638	124,907	143,881
Total Financial Liabilities	**756,869**	**741,836**	**264,967**	**186,995**	**1,021,836**	**928,831**
Amortised cost	51,332	51,955	342,679	290,169	394,011	342,124
Fair value through other comprehensive income	24,472	25,363	0	0	24,472	25,363
Fair value through profit and loss	2,105	1,570	0	0	2,105	1,570
Total Financial Assets	**77,909**	**78,888**	**342,679**	**290,169**	**420,588**	**369,057**

Assets that are classed as fair value are valued at a quoted market value where this is available (level 1 of the fair value hierarchy). Where investments are not quoted the value of that investment has been taken as the Council's share of the reserves of the company invested in.

All financial assets classed as amortised cost are reviewed for indications of impairment.

Fair Value of Assets and Liabilities

	Carrying Amount		Fair Value	
Liabilities	**31 March 2019 £000s**	**31 March 2020 £000s**	**31 March 2019 £000s**	**31 March 2020 £000s**
Public Work Loans Board	150,604	150,614	158,198	149,939
Market debt	536,029	442,256	1,076,548	646,772
Government debt	46,015	24,564	44,571	23,422
Stocks	867	867	1,182	1,178
Total Borrowings	**733,515**	**618,301**	**1,280,499**	**821,311**
Ex GMC debt	7,516	5,146	7,516	5,146
PFI and service concessions liabilities	155,898	161,503	155,898	161,503
Trade creditors	124,907	143,881	124,907	143,881
Total Financial Liabilities	**1,021,836**	**928,831**	**1,568,820**	**1,131,841**

	Carrying Amount		Fair Value	
Assets	**31 March 2019 £000s**	**31 March 2020 £000s**	**31 March 2019 £000s**	**31 March 2020 £000s**
Cash and cash equivalents	104,477	133,984	104,477	133,984
Long term investments	26,577	26,932	26,577	26,933
Short term investments	9,017	20,098	9,017	20,098
Trade debtors	280,517	188,043	302,168	210,821
Total Financial Assets	**420,588**	**369,057**	**442,239**	**391,836**

Assets and liabilities are carried at amortised cost where part of their carrying amount (as per the balance sheet) will either be written down or written up via the Comprehensive Income and Expenditure Statement over the term of the financial instrument.

For the purposes of the notes to the accounts, all assets and liabilities are given a fair value, although this is only shown in the balance sheet for fair value through profit and loss and fair value through other comprehensive income assets. For many financial instruments the fair value will be the same as the outstanding principal amount, but for others there could be a significant difference.

Fair value is the price that would be received to sell an asset or paid to transfer a liability at the measurement date in the principal market for the asset or liability or in the absence of a principal market, the most advantageous market.

The fair values for PWLB, market and Government debt were determined by reference to new loan rates on the Gilt market as at the balance sheet date as there is no active market for similar assets at this time and include accrued interest as this provides a sound approximation for the fair value for these instruments (level 2). By way of comparison, if the fair values were calculated with reference to PWLB redemption rules and prevailing PWLB redemption rates, they would be £250,526,000 for PWLB debt, £24,547,000 for Government debt and £1,012,576,000 for market debt.

Fair value for PFI, service concessions and finance leases cannot be obtained as there is no comparable information available and has therefore been shown at the carrying amount.

The Government Debt relating to the Housing Investment Fund and City Deal Receipts transferred to the Greater Manchester Combined Authority in 2019/20.

	Financial Liabilities 2019/20	Financial Assets 2019/20			
	Measured at Amortised Cost £000s	Amortised Cost £000s	Fair Value through OCI £000s	Fair Value through I&E £000s	Total £000s
Interest Expense	34,759	0	0	0	34,759
Interest Payable and Similar Charges	**34,759**	**0**	**0**	**0**	**34,759**
Interest Income	0	26,294	0	0	26,294
Interest and Investment Income	**0**	**26,294**	**0**	**0**	**26,294**

Nature and extent of risk arising from Financial Instruments and the management of those risks

Key Risks

The Council's activities exposes it to a variety of financial risks:

Credit Risk - the possibility that other parties might fail to pay amounts due to the Council.
Liquidity Risk - the possibility that the Council might not have funds available to meet its commitments to make payments.
Refinancing Risk - the possibility that the Council might be required to renew financial instruments on maturity at a disadvantageous interest rate or terms.
Market Risk - the possibility that financial loss might arise for the Council as a result of changes in such measures as interest rates movements.

Overall Procedures for Risk

The Council's overall risk management procedures focus on the unpredictability of financial markets and implementing restrictions to minimise these risks.

The procedures for risk management are set out through a legal framework in the Local Government Act 2003 and the associated regulations. These require the Council to comply with the CIPFA Prudential Code, the CIPFA Treasury Management in the Public Services Code of Practice and Investment Guidance issued through the Act. Overall these procedures require the Council to manage risk in the following ways:

- By formally adopting the requirements of the code of practice.
- By the adoption of a Treasury Policy statement and Treasury Management clauses within its constitution.
- By approving annually in advance prudential indicators for the following three years limiting:
- The Council's overall borrowing.
- Its maximum and minimum exposures to fixed and variable rates.
- Its maximum and minimum exposures in the maturity structure of its debts.
- Its maximum and minimum exposures to investments maturing beyond a year.
- By approving an investment strategy for the forthcoming year, setting out its criteria for both investing and selecting investment counter parties with Government Guidance.

These are required to be reported and approved annually before the start of the year to which they relate. These items are reported with the annual Treasury Management Strategy and actual performance is also reported semi-annually to Members.

The annual Treasury Management Strategy was approved by Council on 8 March 2019. The strategy is available on the Council's website.

Credit Risk

Credit risk arises from deposits with banks and financial institutions, as well as credit exposures to the Council's customers. This risk is managed through the Annual Investment Strategy which was approved by full Council on 8 March 2019. This strategy is available on the Council's website. Some of the key areas of the strategy are as follows:

Specified Investments are investments in sterling denomination, with maturities up to a maximum of one year. All specified investments meet the minimum “high“ ratings criteria where applicable. Examples of the investments used are:

- Term deposits – Other Local Authorities
- Term deposits – Banks and building societies
- Money Market Funds

Non-specified investments are any other type of investment than specified. The Council does not make use of this type of investment.

Investment Limits

The financial investment limits of banks and building societies are linked to their Fitch (or equivalent) long-term ratings, as follows:

<u>Banks and Building Societies</u>	
Fitch or Equivalent AA+ and above	£20 million
Fitch or Equivalent AA/AA-	£15 million
Fitch or Equivalent A+/A	£15 million
Fitch or Equivalent A-	£10 million
Fitch or Equivalent BBB+	£10 million
<u>Other</u>	
Debt Management Office	£200 million
Greater Manchester Combined Authority	£200 million
Other local authorities	£20 million

Credit quality of counter parties (issuers and issues) and investment schemes will be determined by reference to credit ratings published by Fitch, Moodys and Standard and Poor's rating agencies. The Council's minimum long-term, short-term and other credit rating criteria, which are considered sufficient for each category of investment, will be adhered to at all times. Since the 2009/10 financial year, in response to the continuing economic uncertainty and financial difficulties faced by some banks the Council has restricted fixed deposits to UK banks and building societies and has limited fixed deposits to a time period of 3 months. The Council continued to rely on market intelligence as well as credit ratings, credit outlooks and additional information to alert it to institutions possibly facing financial difficulties.

Monitoring of credit ratings

A - All credit ratings will be monitored on a continual basis and reviewed weekly. The Council is alerted by Link Asset Services (formerly Capita), its external Treasury Management advisors, to changes in the Fitch, Moody's and Standard and Poor's rating agencies ratings daily.

B - If a downgrade results in the counter party/investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.

C - If a counter party/investment scheme is upgraded so that it fulfils the Council's criteria, the Deputy Chief Executive and City Treasurer will have the discretion to include it on the lending list.

For all financial assets held at amortised cost the Council has reviewed the creditworthiness of each relevant organisation to ascertain the likely 12 month impairment. For those with indications of financial distress the Council has provided for lifetime impairment losses.

The trade debtor amount is £257,767,000 and the estimated exposure to default is £69,725,000

Liquidity Risk

The Council has ready access to borrowings from the money markets to cover any day to day cash flow need, and the PWLB and money markets for access to longer term funds. The Council is also required to provide a balanced budget through the Local Government Finance Act 1992, which ensures sufficient monies are raised to cover annual expenditure. There is therefore no significant risk that it will be unable to raise finance to meet its commitments under financial instruments.

The Council manages its liquidity risk position through the risk management procedures above (the setting and approval of prudential indicators and the approval of the treasury and investment strategy reports), as well as through a comprehensive cash flow management system as required by the CIPFA Code of Practice, this seeks to ensure that cash is available when it is needed.

Refinancing and Maturity Risk

The Council maintains a significant debt and investment portfolio. Whilst the cash flow procedures listed above are considered against the refinancing risk procedures, longer term risk to the Council relates to managing the exposure to replacing financial instruments as they mature. This risk relates to both the maturing of longer term financial liabilities and longer term financial assets.

The approved prudential indicator limits for the maturity structure of debt and the limits placed on investments placed for greater than one year in duration are the key parameters used to address this risk. The Council approved treasury and investment strategies address the main risks and the central treasury management team address the operational risks within the approved parameters. This includes: monitoring the maturity profile of financial liabilities and amending the profile through either new borrowing or the rescheduling of the existing debt; and monitoring the maturity profile of investments to ensure sufficient liquidity is available for the Council's day to day cash flow needs, and the spread of longer term investments provide stability of maturities and returns in relation to the longer term cash flow needs.

The Council has £314,750,000 lender option borrower option (LOBO) loans. These have fixed rates of interest but the lender may seek to increase interest rates at which point the Council has the option to repay the loan. As there is no certainty as to whether these loans will be repaid early, the Council has treated these loans as fixed loans which will run to maturity. In forming this judgement the Council has taken account of its ability to refinance through PWLB.

Market Risk

Interest Rate Risk

The Council is exposed to interest rate movements on its borrowings and investments. Movements in interest rates have a complex impact on the Council, depending on how variable and fixed interest rates move across differing financial instrument periods. For instance, a rise in variable and fixed interest rates would have the following effects:
- borrowings at variable rates – the interest expense charged to the Comprehensive Income and Expenditure Statement will rise.
- borrowings at fixed rates – the fair value of the borrowing liability will fall.
- investments at variable rates – the interest income credited to the Comprehensive Income and Expenditure Statement will rise.
- investments at fixed rates – the fair value of the assets will fall.

Borrowings are not carried at fair value on the balance sheet, so nominal gains and losses on fixed rate borrowings would not impact on the Comprehensive Income and Expenditure Statement. However, changes in interest payable and receivable on variable rate borrowings and investments will be posted to the Comprehensive Income and Expenditure Statement and effect the General Fund Balance.

The Council has a number of strategies for managing interest rate risk. The Annual Treasury Management Strategy draws together the Council's prudential indicators and its expected treasury operations, including an expectation of interest rate movements. From this Strategy, a prudential indicator is set which provides maximum and minimum limits for fixed and variable interest rate exposure. The central treasury management team will monitor market and forecast interest rates within the year, to adjust exposures appropriately. For instance, during periods of falling interest rates, and where economic circumstances make it favourable, fixed rate investments may be taken for longer periods to secure better long-term returns. Similarly the drawing of longer term fixed rate borrowing would be postponed.

The Council tries to maximise its income on temporary investment and minimise its interest costs on temporary and long-term borrowing.

The maximum interest rate increase that could be expected in the current climate is assessed at 0.50%. This would only apply to the net short-term investments. The Council also has a number of LOBO loans that can be called at periods. There is the risk that these may have to be refinanced at a higher rate.

- LOBO risk (loans potentially subject to call £145,000,000 @ 0.50%) = £724,000.

Price Risk

The Council, excluding the pension fund, does not generally invest in equity shares but does have shareholdings at a cost of £149,487,000 in a number of organisation including those within its group. Whilst these holdings are generally illiquid, the Council is exposed to losses arising from movements in the prices of the shares or impairment of the assets held. As the shareholdings have arisen in the acquisition of specific interests, the Council is not in a position to limit its exposure to price movements by diversifying its portfolio. Instead it only acquires shareholdings in return for "open book" arrangements with the company concerned so that the Council can monitor factors that might cause a fall in the value of specific shareholdings.

Foreign Exchange risk

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

Note 42. Usable Reserves

The Council maintains a number of reserves on the Balance Sheet. Some are held for statutory reasons, some are needed to comply with proper accounting practice, and others have been set up voluntarily to earmark resources for future spending plans.

Movements on the Council's usable reserves were as follows:

	31 March 2019 £000s	Transfers between reserves £000s	Transfers to reserves £000s	Transfers from reserves £000s	31 March 2020 £000s	Note
a) Reserves Held for Capital Purposes						
Capital Receipts Reserve	(81,860)	0	(37,271)	22,282	(96,849)	a(1)
Major Repairs Reserve	(2,913)	0	(18,107)	18,593	(2,427)	a(2)
Capital Grants Unapplied Reserve	(57,516)	0	(117,256)	70,717	(104,055)	a(3)
Total Reserves Held for Capital Purposes	**(142,289)**	**0**	**(172,634)**	**111,592**	**(203,331)**	
Reserves Held for Revenue Purposes						
b) Schools Reserves						
Schools Reserves	(25,358)	0	0	13,646	(11,712)	b(1)
Total reserves held for schools	**(25,358)**	**0**	**0**	**13,646**	**(11,712)**	
c) Statutory Reserves						
Bus Lane Enforcement Reserve	(11,742)	0	(5,020)	4,164	(12,598)	c(1)
On-street Parking Reserve	(2,819)	0	(6,114)	4,676	(4,257)	c(2)
Ancoats Square Reserve	(2,850)	0	(4)	27	(2,827)	c(3)
Highways Commuted Sums Reserve	(371)	(702)	(1,649)	0	(2,722)	c(4)
Other smaller reserves under £1.0m	(2,706)	0	(171)	274	(2,603)	
Total Statutory Reserves	**(20,488)**	**(702)**	**(12,958)**	**9,141**	**(25,007)**	
d) Reserves held for PFIs						
Public Lighting PFI Reserve	(401)	0	(3)	260	(144)	d(1)
Temple School PFI Reserve	(677)	0	(11)	64	(624)	d(2)
Wright Robinson Sports College PFI Reserve	(1,311)	0	(40)	0	(1,351)	d(3)
Total Reserves held for PFIs	**(2,389)**	**0**	**(54)**	**324**	**(2,119)**	
e) Small specific reserves						
Other smaller reserves under £1.0m	(3,510)	0	(1,077)	318	(4,269)	e(1)
Total small specific reserves	**(3,510)**	**0**	**(1,077)**	**318**	**(4,269)**	
f) Reserves held to smooth risk / assurance						
Insurance Fund Reserve	(17,590)	0	(998)	0	(18,588)	f(1)
Crime and Disorder Reserve	(1,500)	0	0	420	(1,080)	f(2)
Investment Estate Reserve	(1,524)	0	0	291	(1,233)	f(3)
Housing Investment Fund Reserve	(5,891)	0	0	5,891	(0)	f(4)
Collections Initiative Reserve	(600)	(439)	(672)	176	(1,535)	f(5)
Manchester International Festival Reserve	(1,993)	0	0	500	(1,493)	f(6)
Adult Social Care Reserve	(7,145)	0	(6,440)	2,490	(11,095)	f(7)
Transformation Reserve	(9,235)	0	(248)	0	(9,483)	f(8)
Airport Dividend Reserve	(47,077)	0	(55,806)	47,077	(55,806)	f(9)
Planning Income Reserve	(2,195)	0	(991)	0	(3,186)	f(10)
Budget Smoothing Reserve	(2,500)	0	(10,651)	2,500	(10,651)	f(11)
Other smaller reserves under £1.0m	(3,044)	702	(1,545)	209	(3,678)	f(12)
Total reserves held to smooth risk / assurance	**(100,294)**	**263**	**(77,351)**	**59,554**	**(117,828)**	
g) Business Rates Reserve						
Business Rates Reserve	(19,189)	0	(8,761)	2,490	(25,460)	g(1)
Total Business Rates Reserve	**(19,189)**	**0**	**(8,761)**	**2,490**	**(25,460)**	
h) Revenue reserves held to support capital schemes						
Capital Fund Reserve	(65,510)	0	(14,111)	12,522	(67,099)	h(1)
Capital Financing Reserve	(29,730)	0	(5,000)	0	(34,730)	h(2)
English Institute of Sport Reserve	(4,779)	0	(4,796)	7,491	(2,084)	h(3)
Investment Reserve	(13,370)	0	0	443	(12,927)	h(4)
Total revenue reserves held to support capital schemes	**(113,389)**	**0**	**(23,907)**	**20,456**	**(116,840)**	

	31 March 2019 £000s	Transfers between reserves £000s	Transfers to reserves £000s	Transfers from reserves £000s	31 March 2020 £000s	Note
i) Reserves held for economic growth and public sector reform						
Clean and Green Places Reserve	(1,457)	0	0	1,023	(434)	i(1)
Social Care Reserve	(18,028)	0	(2,904)	6,701	(14,231)	i(2)
Our Manchester Reserve	(5,141)	615	(819)	1,669	(3,676)	i(3)
Town Hall Reserve	(11,445)	0	(2,400)	2,514	(11,331)	i(4)
Other smaller reserves under £1.0m	(1,283)	439	(347)	41	(1,150)	
Total reserves held for economic growth and public sector reform	**(37,354)**	**1,054**	**(6,470)**	**11,948**	**(30,822)**	
j) Grants and contributions used to meet commitments over more than one year (shown as reserves due to the required accountancy treatment)						
English Partnership Reserve	(1,519)	0	0	485	(1,034)	
Other Grants and Contributions Reserve	(750)	0	(8)	200	(558)	
COVID 19 Reserve	0	0	(18,200)	0	(18,200)	
Integration Reserve	(6,190)	(615)	(440)	4,593	(2,652)	
Other smaller reserves under £1.0m	(1,309)	0	(3,261)	629	(3,941)	
Total grants and contributions used to meet commitments over more than one year	**(9,768)**	**(615)**	**(21,909)**	**5,907**	**(26,385)**	j(1)
Total reserves held for revenue purposes	**(331,739)**	**0**	**(152,487)**	**123,784**	**(360,442)**	
k) General Fund Reserve						
General Fund Reserve	(22,045)	0	0	692	(21,353)	k(1)
Total all general fund reserves	**(353,784)**	**0**	**(152,487)**	**124,476**	**(381,795)**	
l) Housing Revenue Account Reserve						
Housing Revenue Account Reserve	(104,452)	0	(4,993)	0	(109,445)	l(1)
Total All Usable Reserves	**(600,525)**	**0**	**(330,114)**	**236,068**	**(694,571)**	

a(1) - Capital Receipts Reserve

Proceeds of non-current assets sales available to meet future capital investment.

	2018/19 £000s	2019/20 £000s
Balance at 1 April	(72,021)	(81,860)
Capital receipts received in year	(53,523)	(37,271)
Paid to housing national pool	2,567	2,553
Applied to fund capital expenditure	41,117	19,729
Balance at 31 March	**(81,860)**	**(96,849)**

a(2) - Major Repairs Reserve

Resources available to meet capital investment in council housing.

	2018/19 £000s	2019/20 £000s
Balance at 1 April	0	(2,913)
HRA depreciation	(16,997)	(18,107)
Financing of capital expenditure on council dwellings	14,084	18,593
Balance at 31 March	**(2,913)**	**(2,427)**

a(3) - Capital Grants Unapplied Reserve

Capital grants and contributions available to meet future capital expenditure.

	2018/19 £000s	2019/20 £000s	
Balance at 1 April	(18,528)	(57,516)	
Grants received in year	(127,619)	(117,256)	
Transferred to Capital Adjustment Account: General Grants and Contributions	59,119	59,506	
Transferred to Capital Adjustment Account: Revenue Expenditure Funded from Capital Under Statute (REFCUS) Grants and Contributions	29,512	11,211	
Balance at 31 March	**(57,516)**	**(104,055)**	a(1)

a(1) Of the balance above £91.4m relates to Basic Need grant allocations.

b(1) The LMS Reserve is committed to be spent on the Education service and is not available for the general use of the Council. This is held by schools under delegated schemes. This is offset by an overspend on the DSG reserve of £4.28m, (reported at Note 44).

c(1) The Bus Lane Enforcement Reserve was established to hold surpluses generated from bus lane enforcement and will be spent on public transport related activities and highways improvements. The transfer in of £5.02m in 2019/20 is reflective of the actual income less the cost of the service. It will be used in accordance with the requirements to fund the Council's contribution to the cost of metroshuttle and contribute towards the costs of the transport levy.

c(2) The On-street Parking Reserve was established to hold surpluses generated from on-street parking and will be spent on transport related activities and road and environmental improvements.

c(3) Commuted sum received from the Homes and Communities Agency to fund maintenance in future years.

c(4) Funds received as part of development agreements that will be utilised for highways schemes in future years.

d(1) The Public Lighting PFI Reserve has been established to fund future expenditure on the scheme.

d(2) The Temple School PFI Reserve has been established to fund future expenditure on the scheme.

d(3) The Wright Robinson Sports College PFI Reserve has been established to fund future expenditure on the scheme.

e(1) Small reserves under £1m including Contributions Other Local Authorities (£0.4m), Cemeteries Replacement (£0.4m), Community Safety Reserve (£0.6m), Housing Compliance (£0.5m), Brexit (£0.6m), Great Ancoats Management Improvement (£0.3m), Climate Innovation (£0.3m) and Primary School Catering (£0.3m).

f(1) The Insurance Fund has been established to fund risks that are self-insured, such as those that fall below the insurance policy deductible amounts and historic claims where the period of exposure predate when the commercial liability policies were procured.

f(2) A Crime and Disorder Reserve of £1.5m was created in 2018/19 to increase the capacity of the City Council to tackle anti-social behaviour in our neighbourhoods. £0.420m was utilised in 2019/20 and £0.540m will be used in each of the following two years to fund the anti-Social Behaviour Team.

f(3) The Investment Estate Reserve was created in 2018/19 to manage budget pressures due to the volatility and known future risks around investment income.

f(4) Housing Investment Fund Reserve was to hold ring-fenced Housing Investment resources administered on behalf of the Greater Manchester Combined Authority. This reserve has been transferred to the GMCA following the novation of outstanding debtors.

f(5) The Collection Initiatives Reserve contains funding for discretionary housing payments.

f(6) This relates to the commitment to contribute towards the costs of Manchester International festival which is staged every two years.

f(7) The Adult Social Care Reserve was increased as part of a wider funding strategy that smooths resources over three years to enable permanent rather than agency or temporary appointments for social work posts supporting the delivery of the social care improvement plan, transition to the new home care contracts and to support the health and social care system to manage winter pressures.

f(8) The Transformation Reserve has been set up to fund future service transformation costs.

f(9) The Airport Dividend Reserve relates to airport dividends which are used to support the budget a year in arrears. The approved 2019/20 budget included use of £47.1m in 2019/20. The 2020/21 budgeted use is £47.1m with the balance used in 2021/22.

f(10) The Planning Income Reserve was set up to smooth fluctuations in planning income due to economic volatility

f(11) The Budget Smoothing Reserve was established in 2017/18 to smooth budgets over 2018/19 and 2019/20. Rebates received from the Greater Manchester Combined Authority in 2019/20 relating to returned business rates income and reserves held for waste costs have been transferred to this reserve to be used to support future years budgets.

f(12) Other smaller reserves held to smooth risk / assurance includes Taxi Licensing reserve (£0.9m), Pension Contributions Reserve (£0.5m), Land Charges Fees Reserve (£0.4m) Selective Licensing Reserve (£0.4m), Historic Abuse Reserve (£0.7m) and Children's Services Reserve (£0.5m)

g(1) The Business Rates Reserve was established to manage volatility around this increasingly vital income stream, particularly in relation to the reset expected which would see a loss of the Council's income growth since 2013. Additionally as the risks associated with Brexit are so difficult to quantify the approach is to build up the level of the business rates reserve to help mitigate any economic volatility.

h(1) The Capital Fund was established to fund revenue contributions to major capital schemes.

h(2) The Capital Financing Reserve was established to fund increases in borrowing costs due to the Council's capital investment programme

h(3) The English Institute of Sport Reserve holds monies received in relation to the City of Manchester Stadium and is to be used to fund future developments at Sports city.

h(4) The Investment Reserve has been set up to deliver priority regeneration projects.

i(1) The Clean and Green Reserve was funded from a dividend received from Manchester Airports Holdings Ltd and is being used to support green initiatives.

i(2) The Social Care Reserve was set up address social care pressures as well as support the delivery of children's services on a locality footprint and a three year budget strategy. Drawdown of this reserve is predicated on the development of the Consolidated Improvement Plan for Children's Services and a business case process for any other areas.

i(3) The Our Manchester Reserve is for additional investment made available as part of the 2017/2020 budget process to drive forward the delivery of Our Manchester for example through Voluntary Sector Grants.

i(4) The Town Hall Reserve has been set up to fund revenue expenditure on the Town Hall Complex Programme. The transfer to the reserve of £2.4m has been met from Minimum Revenue Policy savings following the review of the policy in 2016/17. This reserve is expected to fund relevant spend until the end of the Town Hall project.

j(1) These grants were shown as receipts in advance on the Council's balance sheet under UKGAAP accounting standards as the spend they were funding had not been incurred. As these grants will not need to be repaid in accordance with the conditions on which the grant has been given, IFRS accounting standards require these grants to be recognised in the Consolidated Income and Expenditure Statement when they are due. The Council has chosen to transfer these grants to reserves to meet future spending commitments. This includes the unused element of the first instalment of the COVID19 Emergency Funding received in March 2020

k(1) The General Fund Reserve is the only unallocated reserve, held to meet costs arising from unplanned events, it also acts as a buffer to help mitigate against the financial risks the Council faces and is used to smooth expenditure across years.

l(1) Resources available to meet future running costs for council housing. The £5m increase is due to reduced revenue contribution towards capital expenditure because of delays in the planned capital programme. The 30 year business plan currently forecasts that reserves will be exhausted by 2045/46 and work is ongoing to identify efficiencies that ensure that the reserves are kept at a sufficient level to underwrite risk and to fund future investment needs as required.

Note 43. Unusable Reserves

The balances on the Council's unusable reserves were as follows:

Unusable Reserve	Restated 31 March 2019 £000s	31 March 2020 £000s	Note
Revaluation balances			
Revaluation Reserve	(1,181,989)	(1,210,670)	a
Financial Instruments Revaluation Reserve	(13,994)	(13,014)	b
Adjustment accounts			
Pensions Reserve	952,607	715,894	c, 47
Capital Adjustment Account	(1,280,692)	(1,296,434)	d
Deferred Capital Receipts Reserve	(3,760)	(3,614)	e
Financial Instruments Adjustment Account	1,114	4,284	f
Collection Fund Adjustment Account	(21,665)	(15,760)	g
Short-term Accumulated Absences Account	5,690	5,845	h
	(1,542,689)	**(1,813,469)**	

a - Revaluation Reserve
The revaluation reserve represents the level of revaluation gains net of impairments charged on the Council's non-current assets from 1 April 2007 onwards.

	2018/19 £000s	2019/20 £000s
Balance at 1 April	(1,115,677)	(1,181,989)
Revaluations relating to property, plant and equipment	(99,366)	(70,160)
Revaluations relating to other non-PPE assets	739	(4,400)
Revaluation gain depreciation	15,472	16,747
Impairment not charged to CIES	6,682	12,357
Disposals Transferred to Capital Adjustment Account (CAA)	10,161	15,632
Transfer to CAA re investment properties	0	1,143
Balance at 31 March	**(1,181,989)**	**(1,210,670)**

b - Financial Instruments Revaluation Reserve
The reserve contains the gains made by the authority arising from increases in the value of its investments that are measured at fair value through other comprehensive income. The balance is reduced when investments with accumulated gains are :
- revalued downwards or impaired and the gains are lost
- disposed of and the gains are realised

	2018/19 £000s	2019/20 £000s
Balance at 1 April	(11,256)	(13,994)
Upward revaluation of investments	(2,864)	(489)
Downward revaluation of investments	126	1,469
Balance at 31 March	**(13,994)**	**(13,014)**

c - Pensions Reserve
Minus reserve to match pensions IAS19 liability in the balance sheet.

	2018/19 £000s	2019/20 £000s
Balance at 1 April	805,280	952,607
Net Movement in Year	147,327	(236,713)
Balance at 31 March	**952,607**	**715,894**

d - Capital Adjustment Account (CAA)

The Capital Adjustment Account includes 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 current 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 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.

	Restated	
	2018/19 £000s	2019/20 £000s
Balance at 1 April	(1,310,858)	(1,280,692)
Repayment of ex GMC debt	(2,260)	(2,370)
Minimum revenue provision	(21,491)	(26,991)
Reversal of PFI charges to HRA	(10,886)	(8,570)
Capital grants and contributions	(88,632)	(70,717)
Revenue contributions used	(8,943)	(15,456)
Movement in fair value of investment property	12,715	(25,194)
Revaluation gain depreciation	(15,472)	(16,747)
Disposals transferred from revaluation reserve	(10,161)	(15,633)
Depreciation	73,012	77,109
Major Repairs Allowance	(14,084)	(18,594)
Capital Receipts Used	(41,117)	(19,729)
Other Disposals	34,268	65,195
Write down of intangible assets	130	85
Repayment of long-term debtors	24,986	17,558
Loss / (Gain) on repayment of housing loan	1	(25)
Write down of revenue expenditure funded from capital under statute	49,793	31,004
Impairment of non-current assets	47,236	13,929
Transfer from RR re investment properties	0	(1,143)
Impairment of financial instrument assets	1,071	547
Balance at 31 March	**(1,280,692)**	**(1,296,434)**

e - Deferred Capital Receipts Reserve
The Deferred Capital Receipts Reserve holds the gains recognised on the granting of equity mortgages, equity loans and the disposal of council houses under right to buy legislation but for which cash settlement has yet to take place. Under statutory arrangements, the Council does not treat these gains as usable for financing new capital expenditure until they are backed by cash receipts. When the deferred cash settlement takes place, amounts are transferred to the Capital Receipts Reserve.

Historic Mortgages
These are historic mortgages provided by the Council in relation to Right to Buy council property sales. These mortgages are no longer offered by the Council.

Equity Mortgages
These relate to a joint home build scheme between the Council and Redrow Homes. The Council has provided homebuyers, purchasing the properties, equity mortgage loans for up to 25% of the property value. These loans become repayable 10 years after the purchase of the property or earlier if the homeowner decides to sell the property before this time. There is also the option for the homebuyer to repay the loan before either of these events. The outstanding balance is adjusted each year in line with the Land Registry House Pricing Index.

Equity Loans
a) Home Improvement Loans
These are equity share loans offered to home owners to carry out essential renovation works. The minimum loan value available is £7,000 up to a maximum of £25,000 or 33% of the value of the improved home. The equity share is secured by a legal charge and loans are repayable on the death of the purchaser, or the sale of the property or when the purchaser ceases to occupy the property as their main home. The outstanding balance is adjusted each year in line with the Land Registry House Pricing Index.

b) Relocation Assistance Loans
These are equity share loans provided to assist owner-occupiers displaced by demolition to purchase a replacement property. Loan values are available which meet the difference between the value of the property to be demolished and the cost of buying another property subject to specified limits. The equity share is secured by a legal charge and loans are repayable on the death of the purchaser, or the sale of the property or when the purchaser ceases to occupy the property as their main home. The outstanding balance is adjusted each year in line with the Land Registry House Pricing Index.

	Opening Balance					Closing Balance
	1 April 2019 £000s	New Loans £000s	Gains on Disposal £000s	Principal Repayments £000s	Fair Value Adjustments £000s	31 March 2020 £000s
Historic Mortgages	(1)	0	0	1	0	0
Equity Mortgages	(2,269)	0	(51)	252	118	(1,950)
Equity Loans	(1,490)	0	0	0	(174)	(1,664)
Total Deferred Capital Receipts	**(3,760)**	**0**	**(51)**	**253**	**(56)**	**(3,614)**

f - Financial Instruments Adjustment Account
Balancing account to allow for differences in statutory requirements and proper accounting practices for borrowings and investments.

	2018/19 £000s	2019/20 £000s	
Balance at 1 April	(1,394)	1,114	
Soft loans in year movements	(37)	(33)	
Adjustment for interest free loans	3,092	3,752	f(a)
Premium and discounts	(547)	(549)	
Balance at 31 March	**1,114**	**4,284**	

f (a) The Council has received interest free loans of £8.5m from the Homes and Communities Agency repayable in 2024 and £20.1m from Salix repayable until 2025. This amount represents the saving to the Council over the remaining length of the loans of them being interest free.

g - Collection Fund Adjustment Account
The Collection Fund Adjustment Account manages the differences arising from the recognition of council tax and business rates income in the Comprehensive Income and Expenditure Statement as it falls due from council tax and business rate payers, compared with the statutory arrangements for paying across amounts to the general fund from the collection fund.

Council Tax	2018/19 £000s	2019/20 £000s
Balance at 1 April	(12,718)	(5,893)
Movement in Year	6,825	3,031
Balance at 31 March	**(5,893)**	**(2,862)**

Business Rates	2018/19 £000s	2019/20 £000s
Balance at 1 April	(14,583)	(15,772)
Movement in Year	(1,189)	2,874
Balance at 31 March	**(15,772)**	**(12,898)**

Total	2018/19 £000s	2019/20 £000s
Balance at 1 April	(27,301)	(21,665)
Movement in Year	5,636	5,905
Balance at 31 March	**(21,665)**	**(15,760)**

h - Short-term Accumulated Absences Account
The Short-term Accumulated Absences Account absorbs the differences that would otherwise arise on the general fund balance from accruing for compensated absences earned but not taken in the year e.g. annual leave entitlement carried forward at 31 March. Statutory arrangements require that the impact on the general fund balance is neutralised by transfers to and from this account.

	2018/19 £000s	2019/20 £000s
Balance at 1 April	6,290	5,690
Movement in Year	(600)	155
Balance at 31 March	**5,690**	**5,845**

Note 44. Dedicated Schools Grant

The Council's expenditure on schools is funded primarily by grant monies provided by the Education and Skills Funding Agency, the Dedicated Schools Grant (DSG). DSG is ring-fenced and can only be applied to meet expenditure properly included in the Schools Budget as defined in the Schools Finance and Early Years (England) Regulations 2018. The schools budget includes elements for a range of educational services provided on an authority-wide basis and for the Individual Schools Budget, which is divided into a budget share for each maintained school.

Details of the deployment of DSG receivable in 2019/20 are as follows:

	Central Expenditure £000s	Individual Schools Budget £000s	Total £000s
Final DSG for 2019/20 before academy recoupment			530,768
Academy figure recouped for 2019/20			(218,746)
Total DSG after academy recoupment for 2019/20			312,022
Plus brought forward from 2018/19			(1,711)
Less carry forward to 2019/20 agreed in advance			0
Agreed initial budgeted distribution in 2019/20	18,311	292,000	310,311
In year adjustments	0	1,711	1,711
Final budgeted distribution for 2019/20	18,311	293,711	312,022
Less actual central expenditure	17,491	0	17,491
Less actual ISB deployed to schools	0	298,811	298,811
Plus local authority contribution for 2019/20	0	0	0
Carry forward to 2020/21	**820**	**(5,100)**	**(4,280)**

The Dedicated Schools Grant (DSG) reserve is negative because the centrally retained DSG has overspent, largely due to expenditure within the high needs block which supports the education of children with Special Educational Needs and Disabilities

This deficit is expected to be recovered over a three year period from 2020/21 to 2022/23. Based on the original budgets set for 2020/21 it is expected the DSG deficit will be reduced by £1.8m in 2020/21 and the balance over the following two years. There is to be a further review of areas within the High Needs Block to support this recovery.

The original budget for the Central Expenditure includes the following which are transferred to schools during the year:

- provisions for funding for Special Education Needs
- increases in pupil numbers
- contingencies within schools.

Note 45. Local Government Pension Schemes

As part of the terms and conditions of employment of its officers and other employees, the Council offers retirement benefits. Although these benefits will not actually be payable until employees retire, the Council has a commitment to make the payments that need to be disclosed at the time that employees earn their future entitlement.

The Council participates in three pension schemes:

The Local Government Pension Scheme is a fully funded defined benefits scheme. The scheme is operated under the regulatory framework for the Local Government Pension Scheme and the governance of the scheme is the responsibility of Tameside MBC who administer the scheme on behalf of the Greater Manchester Authorities. Tameside MBC delegates its functions in relation to the Greater Manchester Pension Scheme to the Pension Fund Management Panel, the Pension Fund Advisory Panel, Pension Fund Working Groups and the Executive Director of Pensions. The Pension Fund Management Panel is the key decision maker for investment management, monitoring investment activity and performance, overseeing administrative activities and providing guidance to officers in exercising delegated powers. All the Greater Manchester authorities are represented on the Management Panel.

The Public Service Pensions Act 2013 received Royal Assent on 25 April 2013. As a result benefits earned from 1 April 2014 are based on career average revalued earnings.

There are risks and uncertainties associated with whatever assumptions are adopted. The Accounting Standard requires the assumptions to be determined on a best estimate basis. However the assumptions are in effect projections of future investment returns and demographic experience many years into the future and there is inevitably a great deal of uncertainty in what constitutes best estimate for such projections.

The Accounting Standard requires the discount rate to be set with reference to yields on high quality corporate bonds irrespective of the investment strategy of the Fund. As such, the figures are unlikely to reflect either the actual eventual cost of providing benefits or the likely level of contributions to fund the employer's obligations to the Fund. The Balance Sheet position may change significantly due to relative changes in the equity and bond markets at the reporting date.

The main risk to the Council is that if the assumptions are more prudent than other employers it would lead to a poorer reported financial position or if less prudent an improved financial position. This does not have an impact on the underlying cost of the Fund nor the level of contributions that will be derived from future funding valuations.

In order to assess the value of the employer's liabilities in the Fund at 31 March 2020 the actuary has rolled forward the value of liabilities calculated at the latest formal valuation, 31 March 2019, allowing for the different financial assumptions required under the Accounting Standards at the accounting date. In calculating the current service cost, allowance has been made for changes in the employer's pensionable payroll as estimated from contribution information. In calculating the asset share the employer's share of assets allocated at the latest valuation has been rolled forward, allowing for investment returns, the effect of contributions paid into and benefits paid from the Fund by the employer and its employees.

The estimated liability will not reflect any difference in demographic experience from that assumed, the impact of differences in salary and pension increases and changes for specific individuals and the effect of any changes in the age and length of service structure of the liabilities. It is not possible to reflect these without undertaking a full valuation. There is no reason to believe that this will introduce any undue distortions in the results.

The Teachers' Pension Scheme is a defined benefit scheme, administered by the Department for Education. Further information is included in Note 46.

Under the arrangements for Public Health, staff performing public health functions who were compulsorily transferred from the Primary Care Trusts to local authorities and had access to the NHS Pension Scheme on 31 March 2013 retained access to that Scheme on transfer at 1 April 2013.

The NHS pension scheme is an unfunded, defined benefit scheme that covers NHS employers and is a multi-employer defined benefit scheme. Further information is included in Note 47.

Transactions Relating to Retirement Benefits

The costs of retirement benefits in the net cost of services are recognised when they are earned by employees, rather than when the benefits are eventually paid as pensions. However, the charge required to be made against the Council Tax is based on the cash payable in the year, so the real cost of retirement benefits is reversed out in the Movement in Reserves Statement. The following transactions have been made in the Comprehensive Income and Expenditure Statement and Movement in Reserves Statement during the year:

	2018/19 £000s	2019/20 £000s
Comprehensive Income and Expenditure Statement		
Net Cost of Services:		
current service cost	95,577	101,196
past service costs	1,337	15,894
Total Service Cost:	96,914	117,090
Financing and investment income and expenditure		
interest income on scheme assets	(74,025)	(72,570)
interest cost on defined benefit obligation	95,469	96,006
Total Net Interest	21,444	23,436
Total post employment benefits charged to the deficit on the provision of services	**118,358**	**140,526**
Re-measurement of the Net Defined Benefit Liability comprising:		
return on plan assets (excluding amounts included in net interest)	(137,701)	244,668
actuarial gains and losses arising on changes in demographic assumptions	0	(115,908)
actuarial gains and losses arising on changes in financial assumptions	213,609	(271,762)
other experience re-measurements	9,579	(176,247)
Total remeasurements recognised in other comprehensive income and expenditure	**85,487**	**(319,249)**
The amount charged to other comprehensive income and expenditure statement	61,840	82,536
Movement in Reserves Statement		
Reversal of the charges to the deficit on the provision of services and the amounts chargeable to the general fund under regulation	(118,358)	(140,526)
Employer's contribution payable to scheme	45,638	47,314
Employer's contribution re: unfunded deficit	10,880	10,676

Assets and Liabilities in Relation to Retirement Benefits

Present value of the scheme liabilities:

	Funded Liabilities: Local Government Pension Scheme	
	2018/19 £000s	2019/20 £000s
Balance at 1 April	3,673,969	3,993,575
Current service cost	95,577	101,196
Interest cost on defined benefit obligation	95,469	96,006
Contributions by scheme participants	15,280	16,002
Changes in financial assumptions	213,609	(271,762)
Changes in demographic assumptions	0	(115,908)
Other experience re-measurements	9,579	(176,247)
Unfunded benefits paid	(10,880)	(10,676)
Benefits paid	(100,365)	(110,603)
Past service cost including curtailments	1,337	15,894
Balance at 31 March	**3,993,575**	**3,537,477**

Fair value of the scheme assets:

	Local Government Pension Scheme	
	2018/19 £000s	2019/20 £000s
Balance at 1 April	(2,868,689)	(3,040,968)
Interest income on plan assets	(74,025)	(72,570)
Return on assets (excluding amounts included in	(137,701)	244,668
Contributions in respect of unfunded benefits	(10,880)	(10,676)
Employer contributions	(45,638)	(47,314)
Contributions by scheme participants	(15,280)	(16,002)
Benefits paid	100,365	110,603
Unfunded benefits paid	10,880	10,676
Balance at 31 March	**(3,040,968)**	**(2,821,583)**

The Council's share of pension fund assets is rolled forward, by the actuary, from the latest formal valuation date. The roll forward amount is then adjusted for investment returns, the effective contributions paid into and estimated benefits paid from the fund by the Council and its employees. As such this estimate may differ from the actual assets held by the Pension Fund at 31 March.

Net Liability for Year

	2018/19 £000s	2019/20 £000s
Present value of funded liabilities	(3,855,980)	(3,422,482)
Present value of unfunded liabilities	(137,595)	(114,995)
Fair value of assets	3,040,968	2,821,583
Net Liability arising from Defined Benefit obligation	**(952,607)**	**(715,894)**

The liabilities show the underlying commitment that the Council has in the long run to pay retirement benefits. The total liability of £715,894,000 is included within the net worth of the Council which has increased by £364,828,000 as recorded in the balance sheet resulting in a positive overall balance of £2,508,040,000.

The deficit on the Local Government Scheme will be made good by increased contributions over the remaining working life of employees, as assessed by the scheme actuary. The next triennial valuation is at 31 March 2022.

The total contributions expected to be made to the Local Government Pension Scheme by the Council in the year to 31 March 2021 is £42,070,000.

Basis for Estimating Assets and Liabilities

Assets and liabilities have been assessed on an actuarial basis by Hymans Robertson, an independent firm of actuaries.

The main assumptions used in their calculations have been:

	2018/19	2019/20
Mortality assumptions:		
Longevity at 65 for current pensioners		
Men	21.5 years	20.5 years
Women	24.1 years	23.1 years
Longevity at 65 for future pensioners *		
Men	23.7 years	22.0 years
Women	26.2 years	25.0 years
Rate of increase in salaries	2.6%	2.7%
Rate of increase in pensions	2.5%	1.9%
Discount rate	2.4%	2.3%
Take-up of option to convert annual pension into retirement lump sum - pre April 2008	55.0%	55.0%
Take-up of option to convert annual pension into retirement lump sum - post April 2008	80.0%	60.0%

* Figures assume members aged 45 as at the last formal valuation date.

The estimate of the defined benefit obligation is sensitive to the actuarial assumptions set out in the table above.

Changes in assumptions at 31 March 2020	**% increase to Employer Liability**	**£000s**
0.5% decrease in real discount rate	9%	317,524
0.5% increase in the salary increase rate	1%	30,281
0.5% increase in the pension increase rate	8%	284,518

The principal demographic assumption is the longevity assumption (i.e. member life expectancy). For sensitivity purposes it is estimated that a one year increase in life expectancy would increase the Employers Defined Benefit Obligation by 3 to 5%.

This is not a full list of the assumptions used. For example changes to the assumed level of withdrawals from the scheme and the number of ill health retirements will also have an effect. However the assumptions in the table above will have the most impact.

The table shows the effect of changes to each assumption in isolation. It is possible for the experience of the Fund to deviate from more than one of the assumptions simultaneously and so the precise effect on the valuation is more complex.

The assets consist of the following categories, by proportion of the total assets held:

	Year Ended 31 March 2019				Year Ended 31 March 2020			
	Quoted Prices in Active Markets	Quoted Prices not in Active Markets	Total		Quoted Prices in Active Markets	Quoted Prices not in Active Markets	Total	
	£000s	£000s	£000s	%	£000s	£000s	£000s	%
Equity securities								
Consumer	167,964	0	167,964	5%	256,161	0	256,161	9%
Manufacturing	175,734	0	175,734	6%	216,722	0	216,722	8%
Energy and utilities	170,890	0	170,890	6%	162,242	0	162,242	6%
Financial institutions	240,663	0	240,663	8%	313,593	0	313,593	11%
Health and care	89,797	0	89,797	3%	127,226	0	127,226	5%
Information technology	54,291	0	54,291	2%	113,175	0	113,175	4%
Other	33,319	0	33,319	1%	58,864	0	58,864	2%
Debt securities								
Corporate bonds (investment grade)	113,744	0	113,744	4%	106,700	0	106,700	4%
UK government	20,025	0	20,025	1%	0	0	0	0%
Other	77,129	0	77,129	2%	91,002	0	91,002	3%
Private equity								
All	0	142,417	142,417	5%	0	145,672	145,672	5%
Real estate								
UK property	0	144,437	144,437	5%	0	118,890	118,890	4%
Investment funds and unit trusts								
Equities	687,440	0	687,440	23%	283,120	0	283,120	10%
Bonds	378,269	0	378,269	12%	325,790	0	325,790	12%
Infrastructure	0	145,790	145,790	5%	0	136,889	136,889	5%
Other	59,259	262,302	321,562	10%	70,757	250,024	320,781	11%
Derivatives								
Other	1,541	0	1,541	0%	0	0	0	0%
Cash and cash equivalents								
All	75,957	0	75,957	2%	44,756	0	44,756	1%
	2,346,022	694,946	3,040,968	100%	2,170,108	651,475	2,821,583	100%

Note 46. Teachers' Pension Scheme

Although the scheme is unfunded, the Department for Education (DfE) uses a notional fund as the basis for calculating the employer's contribution rate paid by local education authorities. However, it is not possible for the Council to identify a share of the underlying liabilities in the scheme attributable to its own employees. Although the teachers' pension scheme is a defined benefits scheme, for the purposes of the statement of accounts it is accounted for on the same basis as a defined contributions scheme. The Council is responsible for the costs of any additional benefits awarded upon early retirement outside of the terms of the Teachers' scheme. These benefits are fully accrued in the pensions liability described in Note 45.

The pension costs charged to the accounts are at the contribution rate set by the DfE on the basis of a notional fund. In 2019/20 the Council's contribution to the DfE in respect of teachers' pension costs was £20,488,000 (£16,059,000 2018/19), the set contribution rate being 16.48% for the period to 31 August 2019, then 23.68% from 1 September 2019 to 31 March 2020 (16.48% 2018/19).

The total contributions expected to be made to the Teachers' Pension Scheme by the Council in the year to 31 March 2021 is £24,281,000.

In addition, the Council is responsible for all pension payments relating to added years it has awarded, together with related increases. In 2019/20 these amounted to £5,756,000 (£5,900,000 2018/19) of which £1,045,000 (£1,178,000 2018/19) relates to former establishment employees and is refunded by the Higher Education Funding Council.

Note 47. National Health Service Pension Scheme

The NHS pension scheme is an unfunded, defined benefit scheme that covers NHS employers and is a multi-employer defined benefit scheme. This means that liabilities for benefits cannot be identified to the Council. The scheme is therefore accounted for as a defined contribution scheme – no liability for future payments of benefits is recognised in the Balance Sheet and the Adults Social Care line within the Comprehensive Income and Expenditure Statement is charged with the employer's contributions payable in the year.

In 2019/20 the Council's contribution in respect of former NHS staff pension costs was £84,000 (£85,000 in 2018/19), the set contribution rate being 14.4% (14.4% in 2018/19).

Note 48. Contingent Assets and Liabilities

Contingent Assets

a) As part of the Plymouth Grove and Miles Platting PFI contracts the operators are able to earn income from the sale of properties. There is a profit share mechanism in place in relation to this income with the Council benefitting from a share of the profits. The scale of this profit share cannot be assessed.

b) As part of the Bowes Street Regeneration Scheme in Moss Side the Council has provided homebuyers, purchasing the renovated properties, equity mortgage loans for up to 30% of the property value. As these loans are repayable on the sale of the property or if the homebuyer decides to repay the loan before sale, the timing of the receipt cannot be assessed. Thus a debtor has not been recognised on the Council's balance sheet.

Contingent Liabilities

There are no Contingent Liabilities reported

Note 49. Related Party Transactions

The Code of Practice on Local Authority Accounting requires the disclosure of any material transactions with related parties to ensure that stakeholders are aware that these transactions have taken place and the amount and implications of such transactions.

All material related party transactions are disclosed below:

Income	2018/19 £000s	2019/20 £000s	
Central Government - revenue grants	698,779	668,569	a
Central Government - capital grants	102,182	89,654	a
Greater Manchester Combined Authority - capital contribution	12,113	21,740	b
Manchester Airports Holdings Ltd - dividend	64,215	71,061	c
Manchester Airports Holdings Ltd - repayment of interest	16,465	22,478	c
Manchester Airports Holdings Ltd - net rent	9,913	9,013	c
Manchester Clinical Commissioning Groups	9,657	21,014	f
Destination Manchester Ltd - interest on loans	811	776	c
Destination Manchester Ltd - repayment of loan principal	750	0	c
Northwards Housing Ltd (capital and revenue income)	1,658	2,133	g
	916,543	**906,438**	

Expenditure	2018/19 £000s	2019/20 £000s	
Greater Manchester Combined Authority - levy	54,708	36,824	b
Greater Manchester Waste Disposal Authority - levy	14,389	31,514	b
Greater Manchester Police and Crime Commissioner - precept	19,690	23,006	b
Greater Manchester Fire and Rescue Authority - precept	7,676	8,927	b
Greater Manchester Fire and Rescue Authority - share of business rates	3,248	3,329	b
Greater Manchester Pension Fund - employer's contributions	56,518	57,990	d
Teachers' Pension Agency - employer's contributions	16,059	20,488	e
Manchester Clinical Commissioning Groups	4,450	7,795	f
Northwards Housing Ltd (capital and revenue spend)	25,415	30,793	g
Manchester Working Ltd (capital and revenue spend)	14,057	0	g
	216,210	**220,666**	

The creditor and debtor balances for related parties are shown in notes 35 and 37.

Members and Chief Officers
Members of the Council have a direct control over the Council's financial and operating policies. The total of Members' Allowances paid in 2019/20 is set out in Note 18. Details of member's interest, both pecuniary and non-financial are recorded in the register of member's interest (available for public inspection). During 2019/20 there were no reported material transactions with related parties advised by members or officers.

a. Central Government
Central Government has effective control over the general operations of the Council. It is responsible for providing the framework within which the Council operates and provides the majority of its funding in the forms of grants and prescribes the terms of many of the transactions that the Authority has with other parties (e.g. council tax bills and housing benefits).

The increase in Capital Grants was due to increase in Basic Needs Grant.
The award of Basic Need Grant is based on an assessment by government of the forecast pupil population in authorities. In Manchester significant growth was forecast, therefore the level of grant funding also increased significantly.

Grant details are set out in Notes 16 and 17. Central Government debtors and creditors are set out in Notes 35 and 37.

b. Other Public Bodies
The Council pays levies towards the services provided by Greater Manchester Combined Authority (GMCA) for the management and disposal of household waste and for public transport, economic development and regeneration activities. The GMCA Police and Fire and Rescue elements set their own charge to council tax payers which is then included in the council tax bill. This is known as the precept.

The Council pays 1% of the estimated Business Rates due to the Greater Manchester Combined Authority Fire and Rescue element.

c. Entities controlled or significantly influenced by the Council
The Council has a number of subsidiaries over which it has control and associate and joint venture companies over which it exerts significant influence. Manchester Airports Holdings Ltd is a joint venture and Destination Manchester Ltd is a subsidiary; the Council and these organisations have related party transactions that are considered to be material.

Manchester Airports Holdings Ltd
The Council is a related party to Manchester Airports Holdings Ltd. The Council owns 35.5% of the share capital of the company. The principal activities of the Group during the year were ownership, operation and development of airport facilities. Cllr Sir Richard Leese, the Leader of the Council, is a non-executive director to Manchester Airports Holdings Ltd.

Destination Manchester Ltd (DML)
Destination Manchester Ltd.'s ultimate parent and controlling party is Manchester City Council. Destination Manchester Ltd owns and manages the Manchester Central Convention Complex, which holds major conferences and exhibitions. The director who served the company during the year was the Deputy Chief Executive and City Treasurer, Carol Culley.

d. Greater Manchester Pension Funds
The Local Government Pension Scheme is a fully funded defined benefits scheme. Pension details are set out in Note 45.

set out in Note 45.

e. Teacher's Pension Agency

The pension costs charged are at the contribution rate set by the Department for Education on the basis of a notional fund. Teacher's pension details are set out in Note 46.

f. Manchester Clinical Commissioning Group (CCG) and Manchester Health and Care Commissioning (MHCC)

The objective of the Manchester CCG is to ensure that people in Manchester have access to high quality, safe health services when they need them. Manchester CCG commission healthcare services including community health services and mental health and learning disability services.

Manchester Health and Care Commissioning (MHCC) is a partnership between Manchester CCG and Manchester City Council, established in 2017, and is responsible for the commissioning of health, public health and adult social care services in the city of Manchester. This supports the vision for a Single Commissioning Function across the City of Manchester. These arrangements allow for the sharing of Health and Social Care resources for the best use for the population in Manchester. This effectively allows health or social care resource to be re-purposed for the best use of the population in Manchester. Through integrated working this may mean funding moves around the health and social care system. The transactions between the Council and CCG mainly reflects the costs of the new integrated care models which are funded from approved funding sources, such as Greater Manchester transformation funding or identified commissioner budgets.

g. Subsidiaries or associates of the Council.

These organisations are not consolidated into the Council's group accounts because they are not material.

Northwards Housing Ltd

Northwards Housing Ltd is an Arms Length Management Organisation limited by guarantee, and therefore a subsidiary of the Council. Manchester City Council is the ultimate parent undertaking.

The principal activity of Northwards Housing Ltd is the management and maintenance of Manchester City Council’s housing stock in North Manchester.

Manchester Working

Manchester Working was responsible for undertaking repairs and maintenance of council houses managed by Northwards and the facilities management estate for the Council; the Council did not have a contract with Manchester Working in 2019/20.

Note 50. Trust Funds

The Council administered several charitable trusts, joint committees and special funds during the year, which in the main represent funds that have been put in trust to achieve specific objectives. Each body has its own board of trustees or management committee from which further information can be obtained. The contact details for each Trust can be obtained from the Corporate Services Department, Town Hall, Manchester, M60 2LA.

Manchester City Council is sole trustee for Castlefield Heritage Trust. The Council administers the following trust funds: We Love Manchester (The Lord Mayor of Manchester's) Charity Appeal Trust; Manchester Safeguarding Children Board and the Millemium Quarter Trust.

These funds are not Council assets and are not included in the Council's Balance Sheet.

Note 51. Analysis of Cash and Cash Equivalents

Cash and Cash Equivalents	31 March 2019 £000s	31 March 2020 £000s
Cash in hand	66	59
Call accounts	10,241	8,269
Investments less than 3 months	61,303	100,030
Balance at bank	32,867	25,626
Total	**104,477**	**133,984**

Note 52. Cash Flow Statement - Adjustments to net deficit on the provision of services for non-cash movements

	Restated 31 March 2019 £000s	31 March 2020 £000s
Depreciation of non current assets	(73,011)	(77,109)
Impairment and revaluation losses of non current assets	(47,236)	(13,930)
Amortisation of intangible non-current assets	(130)	(85)
Pension fund adjustments	(61,840)	(82,536)
Movement in fair value of investment property	(12,715)	25,195
Differences between statutory accounting and amounts recognised as income and expenditure in relation to financial instruments	(3,260)	(4,386)
(Increase) in impairment provision for bad debts	(7,657)	(4,672)
Contributions to provisions	(2,988)	(2,347)
Carrying amount of property, plant and equipment, investment properties and intangible assets sold	(34,269)	(65,195)
Amount by which council tax income and business rates adjustment included in the comprehensive income and expenditure statement is different from the amount taken to the general fund in accordance with regulation	(5,636)	(5,904)
Other non-cash movements	14,458	(5,844)
(Decrease) / increase in inventories	(59)	27
(Decrease) / Increase in debtors (less capital)	(38,358)	19,764
(Decrease) / Increase in interest debtors	(3,657)	13,768
Decrease / (Increase) in creditors (less capital)	11,332	(50,821)
Decrease in interest creditors	5	76
Total	**(265,021)**	**(253,999)**

Note 53. Cash Flow Statement - Adjustments for items included in the net deficit on the provision of services that are investing and financing activities

	31 March 2019 £000s	31 March 2020 £000s
Proceeds from the disposal of property, plant and equipment, investment properties and intangible assets	50,179	38,433
Capital grants credited to deficit on the provision of services	98,107	106,044
	148,286	**144,477**

Note 54. Cash Flow Statement - Operating Activities

The net cash flows from operating activities include the following items:

	2018/19 £000s	2019/20 £000s
Interest received	(26,629)	(15,690)
Interest paid	33,642	31,692
Dividends received	(64,215)	(71,061)

Note 55. Cash Flow Statement - Investing Activities

	2018/19 £000s	2019/20 £000s
Purchase of plant, property and equipment, investment property and intangible assets	398,427	226,654
Purchase of short-term and long-term investments	4,000	1,870
Proceeds from the sale of plant, property and equipment, investment property and intangible assets	(50,179)	(38,433)
Capital grants received	(46,807)	(82,206)
Other receipts from investing activities	(12,628)	(21,040)
Net cash flows from investing activities	**292,813**	**86,845**

Note 56. Cash Flow Statement - Financing Activities

	2018/19 £000s	2019/20 £000s
Repayments of long term borrowing	76,266	33,827
Cash payments for the reduction of outstanding liabilities relating to finance leases and PFI contracts	15,647	12,931
Cash (receipts) of long and short term borrowing	(272,774)	(69,215)
Net payments relating to preceptors element of council tax	830	161
Net payments / (receipts) relating to national non domestic rates	6,478	(178)
Net cash flows from financing activities	**(173,553)**	**(22,474)**

Note 57. Cash Flow Statement - Reconciliation of liabilities arising from Financing Activities

	1 April 2019	Financing cash flows	Non- cash changes		31 March 2020 £000s
			Acquisition	Other non-cash changes	
	£000s	£000s	£000s	£000s	£000s
Long-term borrowings	607,232	69,215	0	(91,050)	585,397
Short-term borrowings	126,283	(33,827)	0	(59,552)	32,904
Ex GMC debt	7,516	(2,370)	0	0	5,146
PFI liabilities	151,767	(12,217)	16,447	0	155,997
Service concessions	4,131	(714)	2,089	0	5,506
Total liabilities from financing activities	**896,929**	**20,087**	**18,536**	**(150,602)**	**784,950**

Note 58. Events after the Balance Sheet Date

Local Government Pension Scheme Advance Payment

On 30 April 2020 the Council made an advance payment of £129.6m to the Greater Manchester Pension Fund. This was an estimate of three years employer pension contributions. As a result of this advanced payment the contribution rate, following the triennial valuation, was reduced by 1% to 17.5% resulting in a saving to the Council.

Loan to Manchester Airport Holdings Ltd

The shareholder holders of Manchester Airport Holdings Ltd have agreed to lend MAHL a total of £300m in order to ensure the ongoing stability of MAHL following the COV1D19 pandemic to ensure that the benefits of the Airport to the region and the financial interests of the shareholders are protected. The Council has a shareholding of 35.5%, its proportion of the loan (£106.5m) was advanced on 2 July 2020. This loan is repayable in full by 30 September 2058. A further loan of £102m, if required, (Council's share £36.2m) has been approved to provide continued working capital and operational support (not to be spent on new business acquisitions or new capital expenditure programmes).

COVID 19

The COVID-19 pandemic has had a significant impact on the Council's financial position and activities at the end of 2019/20 and predominately during 2020/21. The Council has had to complete monthly financial returns to MHCLG to track the financial impact of costs and income losses and has received additional government funding. The full details of the support received until mid July is to be reported to the Executive on 29 July 2020.

Government Funding Support

The funding support received includes -

Emergency Grant Funding - The government has allocated the Council £40.841m of emergency funding for Council related costs and income losses arising from COVID-19. An amount of £18.589m was received in March 2020. Of this £389,000 was applied to costs in 2019/20, with the balance of £18.2m transferred to an earmarked reserve. A second instalment of £15.167m was announced on 18 April 2020 and a third tranche of £7.085m on 16 July 2020.

£7.458m from the Council Tax Hardship Fund,

£68,000 for emergency support for rough sleepers,

£3.342m Care Home Infection Control Fund,

£5.432m local authority discretionary grants fund,

£4.837m track and trace funding,

£489,000 reopening high streets safely fund and

£0.957m local authority emergency assistance grant for food and essential supplies.

The Council is also responsible for processing expanded retail discounts of £138.477m to business ratepayers and paying small business grants and retail, hospitality and leisure grants of £121.032m on behalf of government.

Financial Impact on the Council

From April 2020, every Local Authority has been required to submit monthly returns to MHCLG setting out the forecast financial implications of COVID 19. The third return for the Council was submitted on 19 June, and for 2020/21 includes an estimated £59.2m of additional costs of which £15.6m is funded from other direct government grants, £9.9m is expected to be funded by the CCG or GMCA and £2m relates to the HRA, leaving additional expenditure of £31.7m to be set against the Council’s mainstream budget in 2019/20 and 2020/21.

Alongside this there is also a forecast loss of income totalling £138.3m, of which £3.7m will fall to other preceptors in relation to the loss of Business Rates and Council Tax, with the remaining £134.6m relating to the Council.

The impact on the Council's General Fund revenue budget will largely fall in 2021/22 because business rates and council tax reductions go through the Collection Fund and impact on the revenue budget is in the following financial year, rather than the year in which the income is (or is not) collected. Likewise the Council has an airport dividend reserve which means that a significant proportion of the income (£56m) is used a year in arrears. Finally bus lane and parking lane enforcement income impacts on the level of the reserves to fund future commitments.

The impact on the budget for 2020/21 and 2021/22 is set out in the table below, based on the position from the June returns.

	2019/20	2020/21	2021/22
	£m	£m	£m
COVID 19 Emergency Funding		**40.841**	**0**
Additional Costs (MCC Element only)	0.389	31.348	24.965
Income			
Loss of Income (MCC Element only)*		134.524	105.932
Adjustment for element of airport dividend (£70.7m) not budgeted to use in year		*(55.809)*	*(8.729)*
2020/21 Council Tax and Business Rates shortfalls impact a year in arrears		*(40.249)*	*40.249*
Bus Lane and Parking Income - impact on reserves capacity		*(5.358)*	*0.000*
Budget impact of lost income	**0.000**	**33.108**	**137.452**
Total Costs and Net income losses	0.389	64.456	162.417
COVID 19 Emergency Funding	**(0.389)**	**(40.452)**	**0**
Budget shortfall after application of grant	**0.000**	**24.004**	**162.417**

**Loss of income netted down for sums that would fall on other preceptors (not MCC) of Council Tax and Business Rates which totals £3.736m.*

The Council is reporting an update on the 2020/21 position to the end of July Executive. This will include work that has been undertaken to reduce costs and deliver a balanced budget in 2020/21 following a line by line budget review with Heads of Service to deliver savings and mitigations. The additional net savings and further income identified for 2020/21 is £18.5m of which £9.2m are Directorate related savings, with the remainder including income from interest on commercial loans, additional grant funding and savings negotiated corporately, e.g. utilities - which will result in associated cost reductions within services.

The measures required to address the longer term financial position, some of which may need to be introduced in this financial year, are being developed for Executive Members to consider in the Autumn. This work will include the scrutiny process and involvement of elected members as well as other key stakeholders.

The Council will continue to work with Core Cities and GM Authorities to make representations to the Government to seek solutions to address the funding shortfall.

Note 59. Authorisation for Issue of the Statement of Accounts

The 2019/20 Statement of Accounts was authorised for issue by Carol Culley, the Deputy Chief Executive and City Treasurer on 28 July 2020. All events after the Balance Sheet date until this date have been considered for disclosure as events after the Balance Sheet date.

Housing Revenue Account (HRA) Income and Expenditure Statement

The HRA reflects a statutory obligation to account separately for council housing provision. The HRA Income and Expenditure Statement shows the major elements of HRA expenditure and how they are met from rents, grants and other income. The account does not reflect all of the transactions required by statute to be charged or credited to the HRA for the year. The Movement on the HRA Statement gives details of the additional transactions which are required by statute.

Restated 2018/19 £000s		**Note**	**2019/20 £000s**
	Expenditure		
26,517	Repairs and maintenance		26,317
15,096	Supervision and management		14,610
36	Rents, rates, taxes and other charges		281
33,986	Depreciation and impairment of non-current assets	d,e	23,256
28	Debt management costs		25
52	Revenue expenditure funded from capital under statute	f	48
75,715			**64,537**
	Income		
(60,058)	Dwelling rents (gross)		(59,944)
(407)	Non-dwelling rents (gross)		(392)
(1,877)	Charges for services and facilities		(922)
(279)	Contributions towards expenditure		(243)
(23,600)	Private Finance Initiative Grant		(23,586)
(86,221)			**(85,088)**
(10,506)	**Net (Income) of HRA Services as included in the Council's Comprehensive Income and Expenditure Statement**		**(20,551)**
98	HRA services share of corporate and democratic core		98
5	HRA share of other amounts included in the Council's net cost of services but not allocated to specific services		54
(10,403)	**Net (Income) of HRA Services**		**(20,399)**
	HRA share of the operating income and expenditure included in the Comprehensive Income and Expenditure Statement		
(7,215)	(Gain) on disposal of HRA non-current assets		(7,129)
11,767	Interest payable and similar charges		11,990
555	Movement in the allowance for bad debts		111
(211)	Interest and investment income		(131)
82	Net interest on the net defined benefit liability		80
(583)	Capital grants and contributions		(4)
(6,008)	**(Surplus) for the year on HRA services**		**(15,483)**

Movement on the Housing Revenue Account Statement

2018/19 £000s		2019/20 £000s
(99,940)	**Balance on the HRA at the end of the previous year**	**(104,452)**
(6,008)	(Surplus) for Year on the HRA Income and Expenditure Statement	(15,483)
	Adjustments between accounting basis and funding basis under statute	
89	Capital expenditure funded by the HRA	151
7,215	Gain on disposal of HRA non-current assets	7,129
0	Transfer to short term accumulating absences account	0
(237)	HRA share of contributions from the pension reserve	(167)
(16,988)	Impairment of non-current assets	(5,149)
(52)	Amortisation of Revenue Expenditure Funded from Capital under Statute	(48)
10,886	PFI Charges	8,570
583	Capital grants and contributions receivable	4
(4,512)	**Net (Increase) in Year on the HRA**	**(4,993)**
(104,452)	**Balance on the HRA at the end of the current year**	**(109,445)**

Notes to the Housing Revenue Account

(a) Housing Stock

The Council was responsible for managing an average of 15,767 dwellings during 2019/20.

The stock at each year end was made up as follows:

	31 March 2019	**31 March 2020**
Houses and bungalows	9,006	8,877
Flats	6,762	6,735
Others	77	77
	15,845	**15,689**

The change in stock is as follows:

	2018/19	**2019/20**
Stock at 1 April	15,937	15,845
Sales - Right to Buys	(181)	(191)
Demolitions	(1)	(1)
Transfers	(1)	0
Other	3	12
New buildings	87	23
Acquisitions	1	1
Stock at 31 March	**15,845**	**15,689**

The balance sheet value of the HRA's non-current assets was as follows:

	31 March 2019 £000s	**31 March 2020 £000s**
Operational		
Council dwellings	550,384	568,161
Other land and buildings	4,019	5,039
Vehicles, plant and equipment	884	783
Infrastructure	2,026	1,945
	557,313	**575,928**
Non-operational		
Surplus properties	576	572
Assets under construction	97	2,091
	557,986	**578,591**

(b) Vacant Possession of Dwellings

The vacant possession value of dwellings within the Council's HRA at 1 April 2019 was £1,363,630,000. The difference between the vacant possession value and balance sheet value of dwellings within the HRA shows the economic cost of providing council housing at less than open market rents.

(c) Capital Expenditure, Funding and Receipts

	2018/19 £000s	2019/20 £000s
Expenditure		
Property, plant and equipment	15,260	18,898
Revenue expenditure funded from capital under statute	52	48
	15,312	**18,946**
Funded by		
Revenue contributions	89	151
Capital receipts	556	197
Major repairs reserve	14,084	18,594
Government grants	622	0
External contributions	(39)	4
	15,312	**18,946**
Receipts		
Council dwellings	14,293	14,591
Mortgage repayments	2	1
	14,295	**14,592**

(d) Depreciation

	2018/19 £000s	2019/20 £000s
Property, plant and equipment		
Council dwellings	16,708	17,822
Other land and buildings	107	104
Vehicles, plant and equipment	98	100
Infrastructure	84	81
	16,997	**18,107**

(e) Impairment Charges

	Restated 2018/19 £000s	2019/20 £000s
Non-enhancing capital expenditure	3,728	117
Downward revaluation of assets	13,260	5,031
	16,988	**5,149**

(f) Revenue Expenditure Funded From Capital Under Statute

Revenue expenditure funded from capital under statute of £48,000 (£52,000 in 2018/19) has been charged to the HRA.

(g) Contribution from the Pension Reserve

The cost of the HRA has increased after the replacement of employer's pension contributions by current service costs and a share of the corporate items (pensions interest costs, expected return on pensions assets and past service costs). The HRA share of the contribution from the pensions reserve in 2019/20 is £167,000 (£237,000 in 2018/19). The overall amount to be met from rent payers remains unchanged.

(h) Rent Arrears

	2018/19 £000s	2019/20 £000s
Arrears at 31 March	8,216	7,599

	2018/19 £000s	2019/20 £000s
Provision at 1 April	5,967	6,263
Contributions in year	296	93
Provision as at 31 March	**6,263**	**6,356**

Collection Fund

Income and Expenditure Account

This account reflects statutory requirements for billing authorities to maintain a separate collection fund to account for the income from council tax and business rates and its distribution to the Council, the Greater Manchester Combined Authority Police and Crime and Fire and Rescue elements.

2018/19 £000s				2019/20 £000s		
Business Rates	**Council Tax**	**Total**		**Business Rates**	**Council Tax**	**Total**
			Income			
0	187,647	187,647	Council Tax - net amount receivable	0	203,090	203,090
373,938	0	373,938	Collectable from business ratepayers	377,735	0	377,735
373,938	187,647	561,585		377,735	203,090	580,825
			Expenditure			
			Apportionment of Previous Year Surplus			
6,497	0	6,497	- Central Government	0	0	0
16,360	10,045	26,405	- Manchester City Council	13,271	5,478	18,749
0	1,275	1,275	- GMCA Police and Crime Commissioner	0	721	721
231	470	701	- GMCA Mayoral and Fire and Rescue	134	281	415
			Precepts and demands			
321,572	149,626	471,198	- Manchester City Council	329,567	159,030	488,597
0	19,690	19,690	- GMCA Police and Crime Commissioner	0	23,006	23,006
3,248	7,676	10,924	- GMCA Mayoral and Fire and Rescue	3,329	8,927	12,256
			Business rates			
1,380	0	1,380	- Transitional protection payment	1,152	0	1,152
0	0	0	- EZ Growth Disregard	548	0	548
			Charges to Collection Fund			
5,723	7,762	13,485	- Write offs of uncollectable amounts	10,331	707	11,038
1,282	(935)	347	- Increase in Allowance for Impairment	(455)	8,606	8,151
21,876	0	21,876	- Contribution to Provision for Appeals	21,638	0	21,638
1,131	0	1,131	- Costs of collection	1,124	0	1,124
379,300	**195,609**	**574,909**	**Total Expenditure**	**380,638**	**206,756**	**587,394**
(5,362)	(7,962)	(13,324)	Movement on fund balance	(2,903)	(3,666)	(6,569)
21,293	15,137	36,430	Fund balance brought forward	15,931	7,175	23,106
15,931	**7,175**	**23,106**	**Fund Balance Carried Forward**	**13,028**	**3,509**	**16,537**

Notes to the Collection Fund Account

(a) Business Rates

The Council collects business rates for its area on behalf of itself and the Greater Manchester Combined Authority (Fire and Rescue). These rates are based on rateable values for properties set by the Valuation Office Agency which are multiplied by a uniform business rate set by central government. The multiplier for the year was set at 49.1p (48.0p for 2018/19) for smaller businesses and for larger businesses 50.4p (49.3p for 2018/19). The total business rates rateable value at 31 March 2020 was £906,661,850 (£902,975,768 at 31 March 2019).

(b) Calculation of the Council Tax Base

For 2019/20 there were 232,608 residential properties in Manchester which were placed in one of eight valuation bands, depending on their capital value, by the Listing Officer of the government's Valuation Office. There are 200,890 equivalent number of dwellings after taking account of discounts, exemptions and disabled relief. These equate to 154,904 equivalent Band D properties, which are used for the calculation of the tax base.

The table below shows the total number of equivalent properties after discounts, exemptions and disabled relief and the number of chargeable Band D equivalents.

Valuation Band	Total Equivalent Number of Dwellings after Discounts, Exemptions and Disabled Relief	Chargeable Band D Equivalents
A	112,389	74,896
B	35,234	27,404
C	30,528	27,136
D	14,605	14,605
E	5,036	6,155
F	2,160	3,120
G	864	1,440
H	74	148
	200,890	154,904

The number of chargeable Band D equivalents for 2018/19 was 151,652.

(c) Share of Fund Balance

The shares of the closing fund balances are shown in the tables below.

Business Rates	Surplus 2018/19 £000s	Surplus 2019/20 £000s
Manchester City Council	15,772	12,898
GMCA Fire and Rescue	159	130
Total Surplus	15,931	13,028

Council Tax	Surplus 2018/19 £000s	Surplus 2019/20 £000s
Manchester City Council	5,894	2,862
GMCA Police and Crime Commissioner	924	426
GMCA Mayoral and Fire and Rescue	357	221
Total Surplus	7,175	3,509

Audit Status

The City Council's accounts are subject to audit in accordance with the Audit Commission Act 1998 (formerly part of the Local Government Finance Act 1982) and the Code of Audit Practice.

GLOSSARY OF FINANCIAL TERMS

Actuarial Gains and Losses

For a defined benefit pension scheme, the changes in actuarial deficits or surpluses that arise because events have not coincided with the actuarial assumptions made for the last valuation (experience gains and losses) or the actuarial assumptions have changed.

Agency Services

Services that are performed by or for another authority or public body, where the authority responsible for the service reimburses the authority carrying out the work for the cost of that work.

Amortisation

A charge to the comprehensive income and expenditure statement spread over a number of years.

Assets

Items of worth that are measurable in terms of value. Current assets are ones that may change in value on a day-to-day basis (e.g. debtors). Non current assets are assets that yield benefit to the Council for a period of more than one year (e.g. land).

Balances

The reserves of the Council, which include the accumulated surplus of income over expenditure.

Capital Expenditure

Expenditure on the acquisition or enhancement of property, plant and equipment that have a long-term value to the Council. This includes grants or advances paid to third parties to assist them in acquiring or enhancing their own property, plant and equipment.

Capital Receipts

Money received from the sale of property, plant and equipment or repayment of a capital advance.

Collection Fund

The fund maintained by the Council into which are paid the amounts of Council Tax and Business Rates that it collects, and out of which are to be paid precepts issued by precepting authorities, its own demands and shares of business rates to the Greater Manchester Combined Authority (fire and rescue element).

Community Assets

These are assets that the Council intends to hold in perpetuity, which have no determinable finite useful life and may have restrictions on their disposal (e.g. parks).

Contingent Assets

Sums due from individuals or organisations that may arise in the future but which cannot be determined in advance.

Contingent Liabilities

Sums due to individuals or organisations that may arise in the future but which cannot be determined in advance.

Core Cities

Core Cities are a unique and united local authority voice to promote the role of cities in driving economic growth, representing the councils of England, Wales and Scotland's largest city economies outside London - Birmingham, Bristol, Cardiff, Glasgow, Leeds, Liverpool, Manchester, Newcastle, Nottingham and Sheffield.

These cities drive local and underpin national economies. Working in partnership, they aim to enable each City to enhance their economic performance and make them better places to live, work, visit and do business.

Creditors

Amounts owed by the Council for goods and services provided by the balance sheet date, where payment has not been made at that date.

Current Service Cost

The increase in present value of a defined benefit pension scheme's liabilities expected to arise from employee service in the current financial year.

Curtailments

For a defined benefit pension scheme, an event that reduces the expected years of future service of present employees or reduces the accrual of defined benefits for a number of employees for some or all of their future service.

Debtors

Sums of money owed to the Council at the balance sheet date but not received at that date.

Defined Benefit Scheme

A pension or other retirement benefit scheme other than a defined contribution scheme. Usually, the scheme rules define the benefits independently of the contributions payable, and the benefits are not directly related to the investments of the scheme. The scheme may be funded or unfunded.

Defined Contribution Scheme

A pension or other retirement benefit scheme into which an employer pays regular contributions fixed as an amount or percentage of pay and will have no legal or constructive obligation to pay further contributions if the scheme does not have sufficient assets to pay all employee benefits relating to employee service in the current and prior periods.

Depreciated Replacement Cost

A method of valuation that provides a proxy for the market value of specialist properties.

Depreciation

The measure of the wearing out, consumption or other reduction in the useful economic life of property, plant and equipment.

Expenditure

Amounts paid by the Council for goods received or services rendered of either a capital or revenue nature. This does not necessarily involve a cash payment - expenditure is deemed to have been incurred once the goods or services have been received even if they have not been paid for.

Fair Value

The fair value of an asset is the price at which it could be exchanged in an arms length transaction.

Fees and Charges

Income arising from the provision of services, e.g. the use of leisure facilities.

Finance Lease

A finance lease is one that transfers substantially all the risks and rewards of ownership of items of property, plant and equipment to a lessee.

General Fund

The total services of the Council except for the Housing Revenue Account and the Collection Fund. Council Tax, Government Grants and Business Rates meet the net cost of this.

Impairment

A reduction in the value of a property, plant and equipment or financial asset below its carrying amount on the balance sheet.

Income

Amounts due to the Council for goods supplied or services rendered of either a capital or revenue nature. This does not necessarily involve cash being received - income is deemed to have been earned once the goods or services have been supplied even if the cash has not been received.

Infrastructure Assets

These are inalienable assets, expenditure on which is recoverable only by continued use of the asset created. Examples of such assets are highways and footpaths.

Interest Cost (Pensions)

For a defined benefit scheme, the expected increase during the period in the present value of the scheme liabilities that arise from the passage of time.

International Financial Reporting Standards (IFRS)

These are statements prepared by the International Accounting Standards Board to ensure consistency in accountancy matters. Many of these standards now apply to local authorities and any departure from these must be disclosed in the published accounts.

Inventory

Raw materials and consumable items the Council has purchased to use on a continuing basis and has not used by the end of the financial year.

Investment Properties

These are property or land that is held solely to earn rental income or for capital appreciation or both.

Liabilities

Amounts due to individuals or organisations that will have to be paid at some time in the future. Current liabilities are payable within one year of the balance sheet date.

Long-term Contracts

A contract entered into for the design, manufacture or construction of a single substantial asset or service where the time taken to complete the contract is such that the contract activity falls into different accounting periods.

Minimum Revenue Provision (MRP)

This is the amount that is charged to an authority's Movement in Reserves Statement each year and set aside as a provision for credit liabilities.

National Non-Domestic Rate (NNDR)

All non-domestic properties have been valued and the Government determines a national rate poundage each year, which is payable to all local authorities. The Council collects the national non-domestic rate and passes 1% to the Greater Manchester Combined Authority (fire and rescue element).

Notional accounting adjustments

Adjustments made to the figures within the accounts that reverse entries required in accordance with International Financial Reporting Standards that do not need to be funded as part of the Council's budget e.g. impairment.

Observable Inputs

Those that are developed using market data, such as publicly available information about actual events or transactions, and that reflect the assumptions that buyers and sellers would use when pricing the asset or liability.

Operating Lease

A lease other than a finance lease.

Outturn

Actual net expenditure and income that is then compared to the budget.

Past Service Cost

For a defined benefit pension scheme, the increase in present value of the scheme liabilities related to employee service in prior periods arising in the current period as a result of the introduction of, or improvement to, retirement benefits.

Precept

The amount levied by various joint authorities, which is collected by the Council on their behalf.

Provisions

These are sums set aside to meet liabilities or losses that have been incurred but where the amount and/or timing of such costs are uncertain.

Public Works Loan Board (PWLB)

A Government agency that lends money to local authorities. Local authorities are able to borrow some or all of their requirements to finance capital expenditure from this source.

Residual Value

The net realisable value of property, plant or equipment at the end of its useful life.

Reserves

These are sums set aside to meet possible future costs where there is no certainty about whether or not these costs will be incurred.

Revenue Contributions

The method of financing capital expenditure directly from revenue.

Revenue Expenditure

Expenditure incurred on the day-to-day running of the Council. This mainly includes employee costs, general running expenses and capital financing costs.

Revenue Expenditure Funded from Capital under Statute (REFCUS)

These are items of capital expenditure that do not result in, or remain matched by, the Council's property, plant and equipment.

Settlement

An irrevocable action that relieves the employer of the primary responsibility for a pension obligation and eliminates significant risks relating to the obligations and the assets used to effect the settlement.

Unobservable Inputs

Inputs for which market data is not available and that are developed to estimate fair value using the best information available to the Council about the assumptions that buyers or sellers would use when pricing the asset or liability. The most significant of these inputs used in fair value measurement include management assumptions around rent growth and vacancy levels of properties.

MANCHESTER
CITY COUNCIL

Annual Governance Statement 2019/20

1. Introduction

1.1 This statement provides an overview of how the Council's governance arrangements operate, including how they are reviewed annually to ensure they remain effective. A summary of significant governance challenges which the Council faces is also given, alongside an explanation of what actions have been taken to bring about required improvements, and what work is still to be done. This provides transparency, and gives assurance that the Council is committed to continuously improve the way in which it functions. More detail on particular topics can be accessed by clicking on the hyperlinks, which are highlighted and underlined throughout the document.

1.2 The Council operates in a complex and constantly evolving financial, policy and legislative environment. The role, responsibilities and funding models of local government continue to be in a period of rapid transition. The city continues to progress the delivery of its ambitious Our Manchester strategy, with staff, residents and stakeholders across the city engaged in working towards the realisation of the vision set out in the strategy. The Council's Corporate Plan sets out its priority actions for delivering the strategy for the city. The Council has set a one-year budget and business plan for 2020/21, following the Government's decision to announce a one-year Provisional Local Government Finance Settlement for 2020/21, in contrast to previous multi-year settlements. The Council's five-year Capital Strategy (2020-2025) also forms a critical part of strategic and financial planning. Significant policy developments at city region level included the launch of the Greater Manchester Local Industrial Strategy, which sets out long-term priorities to increase productivity in the region.

1.3 The changes taking place present both opportunities and challenges. Therefore, the Council must continue to engage in a broad programme of innovation and reform work so that it can maintain services for residents which are efficient, effective and deliver value for money using available resources. This document explains the governance mechanisms in place to ensure appropriate oversight of this work.

1.4 Whilst this document focuses on governance, the Council's Integrated Annual Report provides an overview of the context in which it operates, how public money has been spent, and what achievements this led to.

Impact of the COVID-19 pandemic on the city and the Council, and governance of the initial response

1.5 The national and international public health emergency caused by the COVID-19 pandemic led Manchester and Greater Manchester (GM) to declare a major incident on 20 March 2020. There have been substantial impacts for the Council, which include implications for provision of services, our workforce and our financial position. As a statutory Category One Responder under the Civil Contingencies Act 2004, the Council has worked with multi agency partners through the Greater Manchester Resilience Forum (GMRF), and it has been represented at the Strategic Coordinating Group (SCG) and Emergency Committee. The COVID-19 Update on Response Phase report to the Executive sets out in detail the governance and activities involved in the Council's initial response to date.

Governance of the COVID-19 recovery phase

1.6 The Council is also now planning ahead for the longer term challenges that will begin to become clearer as we emerge from the lockdown period. This forward planning work will focus on planning for the city's recovery including its economy, residents and communities, as well as the impact on the Council including its services and finances. To oversee the coordination of the different recovery phases and the activities required, a COVID-19 Recovery Coordination Group has been established, which is chaired by the Deputy Chief Executive and City Treasurer. More information about this recovery planning work is provided in the COVID-19 Forward Recovery Planning report to the Executive. Monthly reports are prepared for the Council's Executive that provide an update on the recovery and response to COVID-19.

Impact on our 2019/20 Governance Challenges, and our Action Plan for 2020/21

1.7 COVID-19 has affected our work to improve our governance arrangements during 2019/20 in various different ways - for example, new or adapted approaches have been taken to some work programmes, whilst in other instances work has been paused or re-prioritised. An update on these changes is provided in Section 6 of this document: *'Progress in addressing the Council's governance challenges'*. It is clear that during 2020/21 and beyond, a sustained and effective approach to recovery from COVID-19 will be critical for the Council and the city. Therefore, coordination and delivery of this work is recorded as a key overarching governance challenge for the Council in the Action Plan for 2020/21 at the end of this statement.

Impact on our Budget and Council Business Plan 2020/21

1.8 The Council's one-year Budget, and Council Business Plan 2020/21 were approved in February 2020. Since this point, the substantial impacts of COVID-19 have necessitated a reset of the revenue Budget, and a review of the delivery of the Council Business Plan. The review of the Council Business Plan will recognise the changes that have been required to the delivery of many of the activities set out in the plan, which contribute to the achievement of our Corporate Plan priorities. The proposals for the revenue Budget reset will be reported to a meeting of the Executive on 29 July 2020.

2. Scope of Responsibility

2.1 Manchester City Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards. It is also responsible for ensuring that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised.

2.2 In discharging these responsibilities, the Council must put in place proper arrangements for the governance of its affairs and effective exercise of its functions, which includes arrangements for the management of risk. The Council first adopted a Code of Corporate Governance in June 2008. This Code is included in the Council's Constitution (part 6 section G). It sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. Some of these processes are required by law, while others are a matter for the Council to choose.

2.3 The Code of Corporate Governance and the Council's Constitution are reviewed annually to ensure they remain consistent with the principles of the Chartered Institute of Public Finance and Accountancy and the Society of Local Authority Chief Executives and Senior Managers (CIPFA/SOLACE) joint framework for delivering good governance in local government. CIPFA issued an update to the Framework in 2016, which has informed the preparation of the Annual Governance Statement (AGS) from 2016/17 onwards.

2.4 This AGS explains how the Council has complied with the Code of Corporate Governance. The AGS also meets the requirements of the Accounts and Audit (England) Regulations 2015 regulation 6(1) which requires all relevant bodies to prepare an Annual Governance Statement (AGS). The Accounts and Audit (Coronavirus) (Amendment) Regulations 2020 makes provision for the deadline for the publication of local authority audited accounts to move from 31 July 2020 to 30 November 2020.

3. The Purpose of the Governance Framework

3.1 The governance framework comprises the systems and processes, culture and values by which the Council is directed and controlled, and through which it is accountable to, engages with and leads the community. It enables the Council to monitor the achievement of the city's strategic objectives as set out in the Our Manchester Strategy, and to consider whether those objectives have led to the delivery of appropriate, cost effective services. The Council's Corporate Plan sets out the Council's contribution to the Our Manchester vision. The objectives in Our Manchester and Our Corporate Plan are underpinned by the four Our Manchester principles;

- **Better lives** – it's about people
- **Listening** – we listen, learn and respond
- **Recognising strengths of individuals and communities** – we start from strengths
- **Working together** – we build relationships and create conversations

3.2 The system of internal control is a significant part of the framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve the Council's aims and objectives, and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control identifies and prioritises risks; evaluates the likelihood of those risks being realised and the impact should they be realised; and aims to manage them efficiently, effectively and economically.

4. The Governance Framework

Corporate governance is a phrase used to describe how organisations direct and control what they do. The Council operates to a Code of Corporate Governance, which forms part of the Constitution. The Code was updated in 2019 to ensure it reflected the Council's current governance arrangements, and complied with CIFPA's "delivering good governance in Local Government Framework (2016 Edition)". The table below includes examples of how the Council has adhered to its governance commitments set out in the Code and includes hyperlinks to sources of further information, which include more detail about how the Council has implemented its commitments.

A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
Behaving with Integrity	• The Council's **Our Manchester** approach includes four central principles that underpin everything the Council does, including how it works with partners, how it makes decisions and how it serves local communities; ○ **Better lives** – it's about people ○ **Listening** – we listen, learn and respond ○ **Recognising strengths of individuals and communities** – we start from strengths ○ **Working together** – we build relationships and create conversations • "Listening in Action" events, attended by The Leader and the Chief Executive, give staff the opportunity to engage with senior leaders. At the events, staff can ask questions and understand more about the future direction of the Council, the Our Manchester Strategy, and what the 'behaviours' are that are expected of all staff. • The Council has a zero tolerance approach towards fraud and corruption and this commitment is set out in the Council's Anti-fraud and Irregularity Strategy.	People Strategy - Our People Counter Fraud Strategy

A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
	• The Whistleblowing Policy, which was updated and reviewed by Standards Committee in November 2018, provides protection for individuals who raise any serious concerns they have about suspected illegal or illegitimate practices at the Council, and explains how these will be investigated. Future revisions to the Policy will be reviewed by Audit Committee. • The Council ensures that, as part of their induction, new members of staff clearly understand the values of the organisation, and the standards of behaviour which are expected. As part of the Our People strategy, improved induction and 'About You' processes were introduced. These ensure that all staff understand the part they will play in delivering the vision for the city set out in Our Manchester. • A Register of Members' Interests, in which Members' disclosable pecuniary interests, personal interests and prejudicial interests (as defined in the Member Code of Conduct) are registered. Each Member's individual entry can be viewed from their webpage, accessed via the 'Your Councillors' webpage. • The operation of the updated Member procedures for Gifts and Hospitality, Use of Resources and the Member Officer Relations Protocol was reviewed by Standards Committee in March 2019.	Whistle Blowing Policy Our People – People Strategy Update Your Councillors Annual review of the operation of the Use of Resources Guidance for Members, the Gifts and Hospitality Guidance for Members and the Member / Officer Relations Protocol
Demonstrating Strong Commitment to Ethical Values	• The Standards Committee champion high standards of ethical governance from elected members and the Council as a whole. A summary of its work is included in its Annual Report to Council.	Standards Committee

A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
	• The Council has a Code of Conduct for elected and co-opted Members, (Constitution Part 6, section A), as required by the Localism Act 2011. Allegations that the Code has been breached are heard by the Standards Sub Committee. A summary of the outcome of investigations is included in the Standards Committee Annual Report. The operation of the Code of Conduct is reviewed annually by Standards as part of the annual review of the Constitution. • The Members' Update on Ethical Governance was updated and reviewed by Standards Committee in October 2019. • An Employee Code of Conduct (Constitution Part 6, Section E) which makes it clear what standards are expected from staff across the organisation in the performance of their duties. The Member/Officer Relations Protocol (Constitution Part 6, Section F) governs the relationships between officers and members of the Council. • The Council insists its commitment to its values and integrity is shared by external suppliers delivering services on its behalf, as detailed in its Ethical Procurement Policy. • The Council has a Partnership Governance Framework, which sets out protocols for partnership working, and the high standards of conduct which are expected from partner organisations. The Framework will be reviewed, as part of efforts to continually seek improvements in the wider Register of Significant Partnerships process.	Local Code of Conduct for Members Standards Committee Annual Report Members' Update on Ethical Governance Employee Code of Conduct, Member/Officer Relations Protocol Ethical Procurement Policy Partnership Governance Framework
Respecting the Rule of Law	• The Council's City Solicitor undertakes the role of Monitoring Officer. The Monitoring Officer ensures that Council decisions are taken in a lawful and fair way, correct procedures are followed, and that all applicable laws and regulations are complied with.	

A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
	• The Council uses its legal powers, including the 'general power of competence' to promote its values and priorities to the full benefit of the citizens and communities in Manchester. • The Council has measures to address breaches of its legal and regulatory powers. The Council's Monitoring Officer (the City Solicitor) has statutory reporting duties in respect of unlawful decision making and maladministration. • The Council appoints Statutory Officers who have the skills, resources and support necessary to ensure the Council's statutory and regulatory requirements are complied with. • The Chief Finance Officer (Deputy Chief Executive and City Treasurer) has statutory reporting duties in respect of unlawful and financially imprudent decision making. • The Council ensures that it complies with CIPFA's Statement on the Role of the Chief Finance Officer in Local Government (2016).	Our Constitution (article 12.3(b)) Our Constitution (article 12.4(a))

B. Ensuring openness and comprehensive stakeholder engagement		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
Ensuring Openness	• The Council's website is set out in a clear and easily accessible way, using infographics and plain language. The information which residents use most, such as about Council Tax, and Waste and Recycling can be accessed quickly and easily from the main page. • The Council's commitment to Openness is set out in its Constitution (Article 12.3 (e)) and is evidenced by its decisions, along with the reasons for them being made publicly accessible. • All Council and Committee meetings are held in public (other than in limited circumstances where consideration of confidential or exempt information means that the public are excluded), with agenda and reports being produced in paper form and on the Council's website. Live-streamed webcasts of Council, Executive and Scrutiny committee meetings are available online, as well as in an archive which can be accessed on-demand. • The Council publishes a Register of Key Decisions to notify the public of the most significant decisions it is due to take. To make the Register accessible and transparent the format discourages the use of 'generic entries' for types of decision, and encourages decisions to be included in full.	manchester.gov.uk website Our Constitution (article 12.3(e)) Council Meeting Agendas and Reports Online Videos of Council Meetings Register of Key Decisions

B. Ensuring openness and comprehensive stakeholder engagement		
The Council's Commitment to Good Governance	**The Council's Commitment to Good Governance**	**The Council's Commitment to Good Governance**
	• The Council has an "Open Data" website to meet its commitment to publishing as much non-personal data as possible. This means partners and the public can freely make use of it, supporting transparency and accountability. • The Council has an online residents' survey, which helps it to design services around residents' views and concerns about their local area and their public services. • The Council informs, consults and involves residents in significant decisions including service and budget changes. Their views are submitted to those making decisions for consideration. Consultations and surveys this year have included the Budget Consultation 2020/21, and a Northern Quarter consultation about plans which aim to make streets in this area safer, greener and better for everyone – on foot and by bike – as well as other transport users.	Open Data Our Manchester Residents Survey Consultations and Surveys
Engaging Comprehensively with Institutional Stakeholders	• The Our Manchester Forum supports development of effective relationships across leaders of the city's key private, public and voluntary sector organisations. The Forum benefits the city by driving forward the priorities set out in the Our Manchester Strategy. • The Council publishes its Partnership Governance Framework, which standardises the approach to managing partnerships to strengthen accountability, manage risk, and to ensure that a consistent approach is taken to working with partners. • The Council also maintains a list of major partnerships in a Register of Significant Partnerships. This contains an assessment of the strength of the governance arrangements of each partnership, shining a light on areas where improvements may be required - so that these can then be addressed.	Our Manchester Forum Partnership Governance Framework Register of Significant Partnerships

B. Ensuring openness and comprehensive stakeholder engagement		
The Council's Commitment to Good Governance	**The Council's Commitment to Good Governance**	**The Council's Commitment to Good Governance**
	• The Council supports different ways for residents to raise their individual and community's concerns to elected members, for example by contacting their Ward Co-ordinator.	
Engaging with Individual Citizens and Service Users Effectively	• As part of Our Manchester, the Council focuses on a 'strengths based' approach to residents and communities. This means: ○ Recognising that it's about people and better lives ○ We listen, learn and respond ○ Recognising strengths of individuals and communities – we start from strengths ○ Working together, we build relationships and create conversations ○ This approach is used consistently to inform the development of policy and strategy. One of the first examples of this was the Family Poverty Strategy. • The Council is developing some of the next steps to seek to improve how we undertake consultations and community engagement. Part of this involves a commitment to ensuring that our workforce have the skills to take an Our Manchester engagement approach to working with residents and communities, which forms part of the programme for the new Campaigning Engagement Framework (CEF). • The Communications Service Plan Review provides an update on the delivery of the Communications Strategy for 2019/20. It outlines progress against the key delivery themes for Council communications of integrated working with partners, digital delivery, participation and engagement.	The Family Poverty Strategy 2017/22 The Council's approach to Consultation Our Manchester Campaigning Engagement Framework Communications Service Plan - Review

B. Ensuring openness and comprehensive stakeholder engagement		
The Council's Commitment to Good Governance	**The Council's Commitment to Good Governance**	**The Council's Commitment to Good Governance**
Engaging with Individual Citizens and Service Users Effectively	• An 'Our Manchester' approach was taken for the Budget Conversation, to inform the 2017 to 2020 Budget. This resulted in significant engagement about what people value and why, as well as what they could do to support those things. We consulted again on our current budget for Council services, which will be for one year only, 2020/21. This builds on our existing priorities, which were determined by Manchester residents. • Scrutiny Committees proactively invite local and national interested parties to contribute to their discussions. • To promote transparency and wider engagement with Council decisions, residents can sign up for email e-bulletins and use social media to interact with the Council. • There is a Social Media Code of Practice for staff in place to ensure a consistent approach, security of information, and avoid reputational damage. Social Media Guidance for Members has been updated, but the planned review by Standards Committee has been delayed due to COVID-19. • As part of its consideration of the needs of the current and future service users in the city, the Council produces an annual Joint Strategic Needs Assessment (JSNA). This provides a baseline assessment of need across the city as a whole, and is a key piece of evidence underpinning the development of the Joint Health and Wellbeing Strategy. • Our Integrated Annual Report gives an overview of funding, spending, activities and performance to show what was achieved in the financial year, as we worked towards the city's goals outlined in the Our Manchester Strategy.	Budget 2020/21 Scrutiny Committee news bulletins E-bulletins and Social Media Social Media Guidance for Members Joint Strategic Needs Assessment Integrated Annual Report

	• The Age-Friendly Manchester Older People's Board includes and represents older people, addressing issues affecting the quality of life for older residents and their communities across Manchester. The Board members provide a vital voice for older people in the city. • The Council is committed in its support of the Manchester Youth Council, which acts to ensure young people have a strong voice enabling them to influence decision makers in the city and shape future services. • The Council produces public reports which provide information on complaints performance, and which identify where service improvements may be required. Strategic Directors share the complaints performance reports with their respective Executive Members. The Annual Complaints and Enquiries Report is submitted to Audit Committee.	Older People's Forum and Board Manchester Youth Council Annual Complaints and Enquiries Report (accessed via the supplementary Agenda)

C. Defining outcomes in terms of sustainable economic, social, and environmental benefits		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
Defining Outcomes	• An extensive consultation in 2015 led to a 10-year strategy for the city – the Our Manchester Strategy 2016-2025 – which included a new approach to working across the whole organisation and with residents, partners and other key stakeholders. The overall vision is of Manchester as a: o Thriving and Sustainable City o Highly Skilled City o Progressive and Equitable City o Liveable and Low Carbon City o Connected City • Our Corporate Plan sets out the Council's contribution to the Our Manchester vision. The Plan was updated for 2020/21, to reflect the city's zero carbon ambitions and declaration of the climate emergency. The priorities are; o Zero carbon Manchester o Young people o Healthy, cared-for people o Housing o Neighbourhoods o Connections o Growth that benefits everyone o Well-managed Council • The Council uses its budget and business planning process to ensure that progress towards the strategic vision for the city is made in the most effective and efficient way.	Our Manchester Strategy Budget 2020/21 The Single Council Business Plan / refreshed Corporate Plan

C. Defining outcomes in terms of sustainable economic, social, and environmental benefits		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
	• The Council sets a Medium-Term Financial Plan, which sets out the financial assumptions and provides a set of goals for financial decision making for the planning period ahead. • A Performance Management Framework enables the Council and its Committees to access timely and accurate information about service delivery, supporting intervention to address any barriers to good performance. • The city's role in delivering Our Manchester will provide a key element of support for the linked objectives of the Greater Manchester Combined Authority (GMCA), as set out in the Strategy launched in October 2017; "The Greater Manchester Strategy – Our People, Our Place". • The Council has processes in place to identify and manage risks to the achievement of its objectives, as set out in the Risk Management Strategy. The Corporate Risk Register is a part of this framework and is used to inform decision making, provide assurance over actions being taken to manage key risks, and to inform risk management planning and mitigation activities. • The Council has developed a School Governance Strategy to support and secure effective governance of schools in the city.	Medium-Term Financial Plan Performance Management Framework Our People, Our Place Annual Corporate Risk Management Report and Corporate Risk Register The School Governance Strategy
Sustainable Economic, Social and Environmental Benefits	• The themes of sustainability, equity, and low carbon emissions are at the heart of the vision statement in the Our Manchester Strategy. In reports where the Council is recommending a decision, the impact that the decision will have on these broad objectives in the strategy will be set out.	

C. Defining outcomes in terms of sustainable economic, social, and environmental benefits		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
Sustainable Economic, Social and Environmental Benefits	• The Council sets out the factors it has taken into consideration when making decisions in reports, which are available on its website. It also maintains a public Register of Key Decisions. • Our Manchester demands an integrated approach to the deployment of revenue and capital spend against a clear set of priorities. The Council has a longer term five-year Capital Strategy, which forms a critical part of strategic service and financial planning. This has been updated for the years 2020-2025. • As part of the business planning process, the Council sets out how it will work towards its agreed Equality Objectives. When required, Equality Impact Assessments are carried out to assess the impact of proposals, which may have an effect on different individuals and communities across the city. • The Council strives to ensure fair access to services and monitors the extent to which this is occurring through its regular 'Communities of Interest' publication. Future publications will be called 'Communities of Identity'. • In July 2019, the Council declared a climate emergency recognising that urgent action needs to be taken to reduce the city's carbon emissions and mitigate the negative impacts of climate change. • The target is for Manchester to become a zero carbon city by 2038 at the latest. The Council established a Zero Carbon Coordination Group (ZCCG) to drive forward the integrated activity required to ensure that the Council plays its full part in ensuring the city reaches its ambitious climate change commitments.	Executive Reports Register of Key Decisions Capital Strategy Equality Objectives Communities of Interest

C. Defining outcomes in terms of sustainable economic, social, and environmental benefits		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
Sustainable Economic, Social and Environmental Benefits	• Along with other partners, the Council works with the Manchester Climate Change Agency (MCCA) to develop initiatives which will contribute towards the goal of Manchester becoming a zero carbon city. The approach will be set out in the Manchester Climate Change Framework 2020-2025 • Our Manchester Industrial Strategy sets out Manchester's vision for developing a more inclusive economy that all residents can participate in and benefit from, which will support the delivery of the Our Manchester Strategy, and the Greater Manchester Local Industrial Strategy. • Manchester collaborates with the other GM authorities to prepare the Greater Manchester Spatial Framework (GMSF). This document will provide a policy framework to guide development across the City Region up to 2037. An update setting out next steps following the consultation on the second draft GMSF in early 2019 is available online. • To enable a coordinated approach to transport investment, the Council will work with other GM authorities, GMCA, the Local Enterprise Partnership and TfGM to deliver the Greater Manchester Transport Strategy 2040. • An updated Family Poverty Strategy for Manchester has been in place since September 2017, supporting the aim of becoming a more progressive and equitable city.	Manchester Climate Change Framework 2020-2025 Developing a More Inclusive Economy - Our Manchester Industrial Strategy Greater Manchester Local Industrial Strategy Greater Manchester Spatial Framework Consultation Responses - Update Greater Manchester Transport Strategy 2040: Draft Delivery Plan (2020–2025) Manchester Family Poverty Strategy 2017-2020

C. Defining outcomes in terms of sustainable economic, social, and environmental benefits		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
	• The Council is part of a Strategic Education Partnership, working with schools and local businesses to promote economic growth, reduce dependency, and help people gain the skills needed to access rewarding jobs in the city. • The Council considers Social Value and follows an Ethical Procurement Policy, which sets out ethical trade practices and the ethical core objectives that the Council will deliver through commissioning and procurement activities. • In November 2019, the Council announced its successful accreditation as a Living Wage Employer by the national Living Wage Foundation (LWF).	Strategic Education Partnership Board Social Value Living Wage Accreditation announcement

D. Determining the interventions necessary to optimise the achievement of the intended outcomes		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
Determining Interventions	• Decision makers receive accurate, relevant and timely performance and intelligence to support them with objective and rigorous analysis of options, covering intended outcomes, financial impact and associated risks informing efficient service delivery. This can take the form of regular performance reporting, or bespoke reports. • Delegation of decision making to officers is detailed in the Constitution, so that they can deal with the day-to-day running of the service without the need to constantly refer matters back to Elected Members. Details of what decisions are taken in this way are included in the Scheme of Delegation in the council's Constitution. Further specific delegations may be granted, through recommendation in public reports to Committees.	Performance Management Framework Executive Reports Our Constitution (Part 3, Section F)

D. Determining the interventions necessary to optimise the achievement of the intended outcomes		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
Planning Interventions	• The Council plans its activity at a strategic level through its budget and business planning cycle and does so in consultation with internal and external stakeholders to ensure services delivered across different parts of the organisations and partners complement each other and avoid duplication. • The Manchester Partnership's Thematic Partnerships support delivery agencies across the city to co-ordinate their activity and consider how they can collaborate to reduce the risks to achieving their outcomes. • The effectiveness of the Council's interventions and the quality of its services is monitored through the provision of regular performance reports, showing progress towards goals and targets set in the budget and business plans. Key areas are highlighted, so that decision makers can take corrective action where necessary. • The Council's Communication Strategy sets out its approach to engaging with stakeholders, to ensure their involvement in determining how services and interventions should be delivered. • The Council has a Planning Protocol within its Constitution (Part 6, Section B), to ensure fair planning decisions are based on sound evidence. This was reviewed by Standards Committee in November 2018.	Business Plans and Budgets The Manchester Partnership Performance Management Framework Communications Service Plan - Review Planning Protocol
Optimising Achievement of Intended Outcomes	• The Council integrates and balances service priorities, affordability and other resource constraints, supporting it to take into account the full cost of operations over the medium and longer term, including both revenue and capital spend budgets. This includes a medium term financial plan.	Medium-Term Financial Plan

D. Determining the interventions necessary to optimise the achievement of the intended outcomes		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
	• The Council considers Social Value at pre-tender and tender stage, to ensure that appropriate desirable outcomes can be offered by suppliers in their tender submissions. An example of this approach can been seen in the major six-year restoration project – Our Town Hall.	Social Value Our Town Hall – Social Value

E. Developing the entity's capacity, including the capability of its leadership and the individuals within it		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
Developing the Organisation's Capacity	• The Council's Our People Strategy articulates what its workforce will need to be like in order to achieve the vision set out in Our Manchester. As part of this workforce plans are developed, which ensure staff have the necessary skills and behaviours to deliver this vision for the city. These behaviours are; **• We work together and trust each other** **• We're proud and passionate about Manchester** **• We take time to listen and understand** **• We 'own it' and we're not afraid to try new things**	Our People

E. Developing the entity's capacity, including the capability of its leadership and the individuals within it		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
	• The Council continually seeks better outcomes from its use of resources by comparing information about functions, expenditure and performance with those of similar organisations and assesses why levels of economy, efficiency and effectiveness are different elsewhere. It acts upon the findings of this intelligence as part of its budget and business planning to ensure continual effectiveness of service delivery.	
Developing the Capability of the Organisation's Leadership and Other Individuals	• The Council Leader and Chief Executive have clearly defined roles, and maintain a shared understanding of roles and objectives. The Chief Executive leads on implementing strategy and managing service delivery and other outputs set by members. The Chief Executive and Leader provide a check and balance for each other's authority. • The Council maintains an annually updated Scheme of Delegation, setting out which decisions and powers have been delegated to various Committees and Officers. • To enable Elected Members and Senior Officers to have a shared understanding of their respective roles the Council has produced a Protocol governing Member and Officer relations. • Immediately following local elections, new Council Members receive an induction into the work of the Council and their role as local members. The format and content are reviewed annually with members. A new member induction programme was introduced in 2018, which spread increased content over two separate sessions and including an interactive session. In 2019, induction training was opened up to all members, and a number of other members attended induction sessions. The programme is subject to ongoing evaluation and review. The form and content of the induction is reviewed annually with Members. Member Development Strategy was considered at March 2019 Standards Committee. Planning is underway in respect of the programme for 2020/21, taking into account feedback from Members.	Our Constitution (Part 3, Section F) Our Constitution (Part 6, Section F) Member Development and Training

E. Developing the entity's capacity, including the capability of its leadership and the individuals within it		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**

Developing the Capability of the Organisation's Leadership and Other Individuals	• An Annual Members' Assurance Statement is compiled, to identify governance challenges relating to the roles of elected members.
	
	• As part of the Our People strategy, improved induction and appraisal processes ("About You") were introduced. These ensure all staff understand the part they will play in delivering the vision for the city in Our Manchester. A new induction approach was also developed.
	
	• Each year the Council listens to the views of its staff via the annual "BHeard" survey, and uses learning from this to make continuous improvements in the way that it operates and communicates. This feedback played a key part in the development of the Our People Strategy.
	
	• There are a number of tools in place to ensure staff are briefed effectively, for example via staff engagement events, such as "Listening in Action" events which seek to engage staff on a regular basis and involves a Questions and Answers session with the Leader and Chief Executive, as well as active participation from Executive Members.
	
	• Internal regular staff e-mail communications were re-launched with a new look and feel for 2019 onwards;
	
	    • **The Buzz** – a dedicated channel for Chief Executive to connect with staff in an informative and engaging way.
	    • **Team Talk** – a dedicated channel for all managers.
	    • **The Forum** – an all-staff broadcast designed to include something for everyone.
		Our People

E. Developing the entity's capacity, including the capability of its leadership and the individuals within it		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
	• The Council delivers a comprehensive programme of leadership and management development, which all new managers are enrolled on. The programmes are targeted at different Grade banding, and cover a spectrum of areas essential to managers in the organisation. • The Council is committed to promoting the physical and mental health and wellbeing of the workforce as a core component of the People Strategy through both specific interventions and opportunities and as a central part of the role of all managers. There is a dedicated intranet page with a wide range of support and guidance for staff and their managers covering a wide range of health and wellbeing topics and a 24/7 Employee Assistance Programme (phone line) providing a range of support. The strategy for Employee Health and Wellbeing in the Council is called 'Being Our Best Selves'. • The Council has an open and welcoming approach to external and peer review and inspection and actively considers constructive feedback.	Being Our Best Selves

F. Managing risks and performance through robust internal control and strong public financial management		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
Managing Risk	• The Council operates a risk management framework that aids decision making in pursuit of the organisation's strategic objectives, protects the Council's reputation and other assets and is compliant with statutory and regulatory obligations. • The Corporate Risk Register is part of this framework and is an articulation of the key risks impacting the Council. It is used to inform decision making, provide assurance over actions being taken to manage key risks and to inform directorate level risk management planning and mitigation activities. Named risk managers are identified in the Register for its key strategic risks. • Risk training has been reviewed and refreshed, alongside the Our People and Our Manchester strategies. Two new e-learning packages; for risk management, and business continuity were launched in April 2020. • Risk Management forms part of the Council integrated performance, finance and risk reporting to SMT, which includes a verification of the effectiveness of operational processes. • Risk management is an integral component of the budget and business planning process. During 2019/20 there was Risk and Resilience Team scrutiny and assurance over Business Plan risk assessments. • Council Heads of Service provide a self-assessment of the effectiveness of Risk Management within each Service, as part of their annual assessment of their Service's compliance with the Code of Corporate Governance. • Risks are recorded at service, directorate and corporate level, as well as within major projects and programmes such as Our Town Hall, the Factory and ICT developments. The Risk Management team supports Directorate Management	Annual Corporate Risk Management Report and Corporate Risk Register Council Business Plan and Directorate Budgets

F. Managing risks and performance through robust internal control and strong public financial management		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
	Teams by facilitating risk workshops when requested. There is scope for greater consistency in approach, and in the embedding of risk recording and reporting – this will remain a focus of the Risk and Resilience Service for 2020/21. • The Council has a health and safety policy, supported by a three-year health and safety strategy. Key priorities are to strengthen leadership of health and safety, ensure managers focus on significant health and safety risks and improve employee participation within the risk assessment process. Health and safety has now been included in all corporate and directorate Joint Consultative Committees to improve collaboration with Trade Unions on the health, safety and welfare of Council employees.	Corporate Health and Safety Policy and Three Year Health and Safety Strategy
Managing Performance	• The Council puts in place Key Performance Indicators (KPIs) to monitor service delivery whether services are internal or through external providers. An integrated report is provided to SMT every month. This brings together analysis of performance, finance, workforce intelligence and complaints - to support effective resource allocation, and to shine a light on any challenges so that they can be addressed. • The Council has developed performance 'logic models' which give senior managers a clear picture of progress towards Our Corporate Plan priorities. This takes a holistic view of shared priorities across Services, and involves an understanding of the collective contribution required to make a difference. These models measure both internal and external factors that influence performance towards our priorities. • As part of the Council's business planning process, service plans are reviewed and refreshed on an annual basis. These plans detail service priorities, which are aligned to corporate plan priorities, and they also set out any associated key performance metrics. The service plans are used to create the overall Council	Performance Management Framework Council Business Plan 2020/21

F. Managing risks and performance through robust internal control and strong public financial management		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
	Business Plan. This is taken to Scrutiny Committees, before it is approved at Executive. The business planning process supports both performance management and efficient resource allocation at a service and corporate level. • The Council ensures that external companies who deliver services have an understanding of expected contract performance, and monitoring takes place throughout the contract period. • Each year the Council produces the State of the City report, which details the performance against key measures established to understand how the city is meeting its vision and priorities.	State of the City
Effective Overview and Scrutiny	• The Council has six scrutiny Committees, which hold decision makers to account and play a key role in ensuring that public services are delivered in the way residents want. The agenda, reports and minutes are publicly available on the Council's website.	Scrutiny Committees
Robust Internal Control	• The Council has robust internal control processes in place, which support the achievement of its objectives while managing risks. • The Council's approach is set out in detail in both the latest Annual Corporate Risk Management report, and its Internal Audit Plan. • The Council has an Audit Committee, in line with CIPFA's 'Position Statement: Audit Committees in Local Authorities and Police (2018)', which provides an independent and high-level resource to support good governance and strong public financial management. The Committee has two Independent Co-opted Members, and	Annual Internal Audit Plan Annual Corporate Risk Management Report and Corporate Risk Register Audit Committee

F. Managing risks and performance through robust internal control and strong public financial management		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
	provides a mechanism for effective assurance regarding risk management and the internal control environment. • The Council maintains clear policies and arrangements in respect of counter fraud and anti-corruption. These are the Anti-Fraud and Anti-Corruption Policy; Whistleblowing Policy; Anti Money Laundering Policy and the Anti Bribery Policy. • An assessment of the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the Council's internal auditor in the *"Head of Audit and Risk Management Annual Opinion 2019/20"* section of this Annual Governance Statement.	
Managing Data	• The processing of personal data is essential to many of the services and functions carried out by local authorities. The Council complies with data protection legislation, which includes GDPR (General Data Protection Regulation) and the Data Protection Act 2018 (DPA 2018). This will ensure that such processing is carried out fairly, lawfully and transparently. • The Council reviews and supplement its policies, and also keep its processing activities under review, to ensure they remain consistent with the law, and any compliance advice and codes of practice issued from time to time by the Information Commissioner's Office (ICO). • The Council ensures that officers handling personal data are trained to an appropriate level in the use and control of personal data. It is made clear that all staff and Members are personally accountable for using the Council's information responsibly and appropriately. All staff must undertake protecting information e-learning training, and this forms part of the induction process for new staff. Data protection also forms part of the induction programme for new Members.	

F. Managing risks and performance through robust internal control and strong public financial management		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
	• To remind staff of their responsibility to always take due care to protect information, the Council uses internal communication campaigns; posters and email reminders signposting to information protection principles and guidance. • Information Governance is overseen by the Corporate Information Assurance and Risk Group (CIARG) chaired by the City Solicitor who is the Senior Information Risk Officer for the Council (SIRO). • The Council complies with the Local Government Transparency Code 2015 by publishing accurate data within appropriate timeframes, in the areas mandated by the Code in the Council's Open Data Catalogue together with additional data of value to stakeholders and the public. • The Council allocates resources to review and monitor the quality of the data which it produces, and which it uses to produce performance reporting to inform decision making. • The Council makes information available to the public via the information access regimes provided for by the Freedom of Information Act 2000 and the Environmental Information Regulations 2004. Data protection legislation, including the Data Protection Act 2018, provides individuals with various rights. The Council ensures that all valid requests from individuals to exercise those rights are dealt with as quickly as possible, and by no later than the timescales allowed in the legislation.	Local Government Transparency Code Open Data Freedom of Information
Strong Public Financial Management	• The Council's approach to Financial Management ensures that public money is safeguarded at all times, ensuring value for money. Its approach supports both long-term achievement of objectives, and shorter term financial and operational performance.	Medium-Term Financial Plan

F. Managing risks and performance through robust internal control and strong public financial management		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
	• The Chief Finance Officer (Deputy Chief Executive and City Treasurer) ensures that appropriate advice is given on all financial matters, proper financial records and accounts are kept, and oversees an effective system of internal financial control. The City Treasurer ensures well developed financial management is integrated at all levels of planning and control including management of financial risks, systems and processes. The Constitution (Part 5) details the financial regulations which underpin the financial arrangements.	Our Constitution (Part 5)
	• The Financial Management Code (FM Code) sets out the standards of financial management expected for local authorities and is designed to support good practice and to assist local authorities in demonstrating their financial sustainability. The FM Code was launched in 2019, to be implemented from April 2020 with the commencement of a shadow year. It is expected that by 31 March 2021 Local Authorities can demonstrate that they are working towards full implementation of the code, with the first full year of compliance being 2021/22. The Council's preparations for this are set out in the Budget Overview 2020/21 report.	Budget Overview - The Council's Financial Strategy
	• Section 25 of the Local Government Act 2003 requires that when a local authority is making its budget calculations, the Chief Finance Officer ('CFO') of the authority must report to the Council on the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves. The Council CFO's detailed report in relation to these matters is set out in the Budget Overview 2020/21 report.	Budget Overview - The Council's Financial Strategy

G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
Implementing Good Practice in Transparency	• The Council follows the Local Government Transparency Code 2015, which includes requirements and recommendations for local authorities to publish certain types of data. • The Council's website is set out in a clear and easily accessible way, using infographics and plain language. Information on expenditure, performance and decision making is sited together in one place and can be accessed quickly and easily from the homepage.	Local Government Transparency Code manchester.gov.uk website
Implementing Good Practices in Reporting	• The information in the Annual Report is drawn from sources including the more detailed State of the City publication, which charts the city's progress towards its vision and priorities. • The Council explains how it reviews its governance arrangements, and how it has complied with CIPFA's "Delivering Good Governance in Local Government (2016)" principles by producing this Annual Governance Statement (AGS). This includes an action plan (section 7) identifying what governance challenges it will need to address in the next financial year. A concise summary of the findings of the AGS is included in an easily digestible format within the Annual Report.	State of the City
Assurance and Effective Accountability	• The Council welcomes peer challenge, internal and external review and audit, and inspections from regulatory bodies and gives thorough consideration to arising recommendations. An example of positive improvement having taken place following recommendations can be seen in the Ofsted report, which followed on from their recent focused visit to the Council's children's services.	Ofsted focused visit

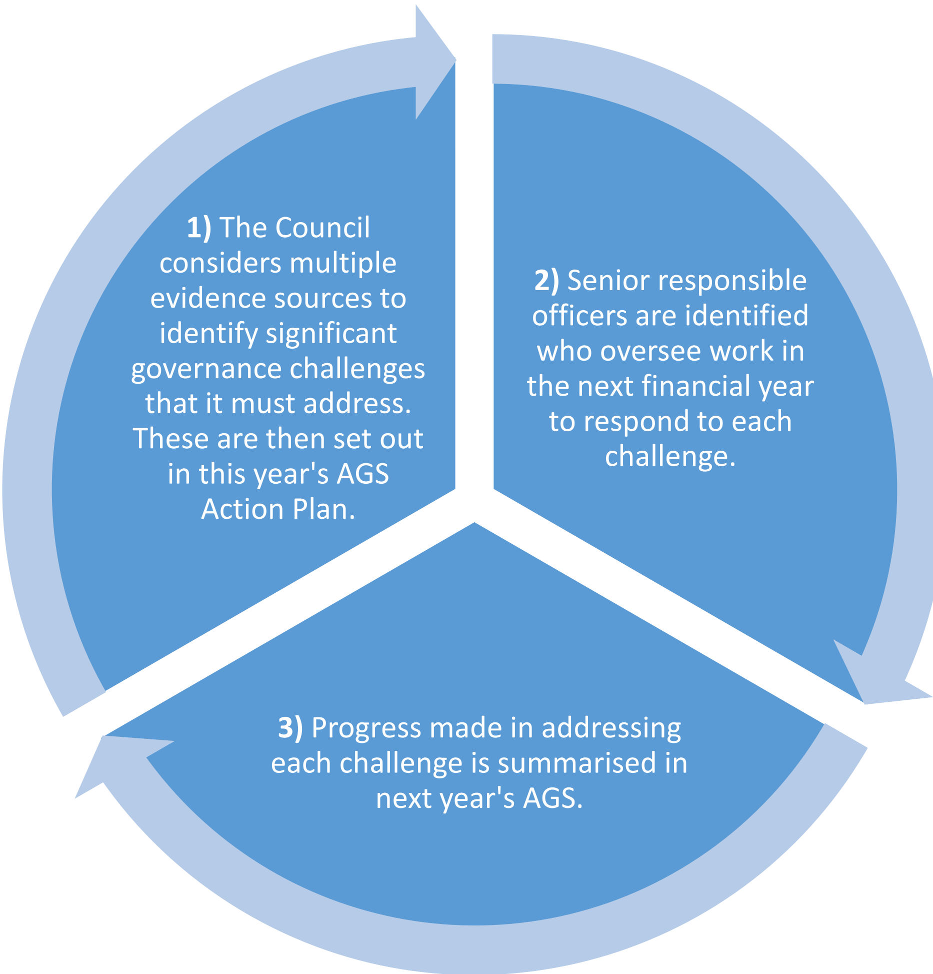
G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability		
The Council's Commitment to Good Governance	**How the Council meets these principles**	**Where you can see Governance in action**
	• The Council monitors the implementation of internal and external audit recommendations. Assurance reports are presented to Audit Committee and Mazars (the Council's external auditors) bi-annually, summarising the Council's performance in implementing recommendations effectively and within agreed timescales. • This Annual Governance Statement contains a section *"Annual Review of the System of Internal Audit 2019/20"* which sets out how the Council has gained assurance regarding the effectiveness of its Internal Audit function. • Public Sector Internal Audit Standards (PSIAS) set out the standards for internal audit and have been adopted by the Council. This process includes the development of an Emergent Audit Plan designed to invite comment from management and the Audit Committee.	Outstanding Audit Recommendations Annual Internal Audit Plan

5. Annual review of effectiveness of the governance framework

5.1 The Council has a legal responsibility to conduct an annual review of the effectiveness of its governance framework, including the systems of internal control. After conducting this review the Council has assurance that its governance arrangements and systems of control are robust and reflect the principles of the Code of Corporate Governance. This section explains what arrangements were reviewed, and how this assurance was achieved.

5.2 As well as providing overall assurance about the Council's governance arrangements, the review mechanisms detailed in this section are used to identify governance challenges. This process takes place in a cycle, to ensure continuous improvement, as illustrated below. The next section details progress made in addressing the challenges set out in the Action Plan at the end of last year's AGS.

The governance improvement cycle



Leadership of governance and internal control

5.3 Responsibility for governance and internal control lies with the Chief Executive and the Strategic Management Team (SMT), which meets on a roughly bi-weekly basis to steer the organisation's activity. SMT receive a regular suite of assurance reports from a number of sources including the Corporate Risk Register, and the Integrated Monitoring Report, which allows the Council to track performance towards its agreed objectives. Once per year SMT review the progress in addressing the significant governance challenges, which were set out in the Action Plan in the last AGS. Progress made is summarised in Section 6 of this AGS.

Summary of the process of challenge and scrutiny by Council and its Committees

5.4 The Council has four bodies responsible for monitoring and reviewing the Council's governance;

The Executive

Proposes the budget and policy framework to Council and makes decisions on resources and priorities relating to the budget and policy framework.

Audit Committee

Approves the Council's Annual Accounts, oversees External Audit activity and oversees the effectiveness of the Council's governance, risk management and internal control arrangements.

Resources and Governance Scrutiny Committee

Considers the implications of financial decisions and changes to corporate, partnership and city region governance arrangements.

Standards Committee

Promotes high standards of ethical conduct, advising on the revision of the Codes of Corporate Governance and Conduct for Members.

Identifying significant governance challenges which the Council will need to address in the next financial year (2020/21)

5.5 To identify significant governance challenges to be addressed during 2020/21, the Council considers a number of evidence sources, which include;

- Analysis of responses from Heads of Services to online annual governance questionnaires, which provide a self-assessment of compliance with the Code of Corporate Governance.
- Significant governance challenges in Partnerships as identified by the Council's Register of Significant Partnerships assessment process.
- A meeting of key Senior Officers with responsibility for Governance, to identify and discuss emerging governance issues
- Consideration of risks identified in the Corporate Risk Register
- Emergent challenges identified by the work of Internal Audit during 2019/20
- Where appropriate, carrying forward elements of action points from 2019/20 if substantial further challenges and monitoring is required.

Key assurance processes listed above are set out in more detail below, and these lead to the identification of the governance challenges described in section seven. This sets out an Action Plan, which looks ahead to the main challenges where the Council will need to focus attention in 2020/21.

Head of Audit and Risk Management Annual Opinion 2019/20

5.6 The Head of Audit and Risk Management audit opinion focuses on the year to March 2020, however it was evident in the last six weeks of the financial year that there would be likely significant UK-wide implications of the Coronavirus (COVID-19) outbreak and this would have an impact on the governance, risk and control systems across the Council. Planning was undertaken across the Council and with partners in anticipation of potential impacts and whilst the annual audit report is not intended to provide an assurance assessment of the full incident response and planned recovery activity, it is appropriate to acknowledge these matters and provide a high level commentary on the response to these unprecedented events. Whilst the risks and issues presented by COVID-19 are significant, they are well understood, are being mitigated where possible, and have been managed through effective governance arrangements. Therefore, as such they are not considered to impact adversely on the annual audit opinion.

5.7 On this basis, in terms of the year to March 2020, the Head of Audit and Risk Management provides **moderate** assurance that the Council's governance, risk and control framework was generally sound and operated reasonably consistently within the year. This is the same opinion as issued in the previous three years and reflects that overall governance, financial management arrangements and core systems and processes within the Council remained generally sound.

5.8 There are notable strengths in some areas and there have been improvements in some key systems however there have been issues identified as result of audit work and an assessment of other sources of assurance, which prevent a higher level of assurance. The key governance, risk and internal control strengths and issues of which the Head of Audit and Risk Management was made aware during the year and which impact on the overall opinion are described in the opinion report along with more details of the initial impact assessment in relation to COVID-19.

External Auditor's Review of the Effectiveness of Governance Arrangements

5.9 The Council's external auditor is Mazars. Their Annual Audit Letter for the year ended 31 March 2019 was reported to Audit Committee in October 2019. The main conclusions of the Audit Letter regarding the key assessment areas were:

Overall Value for Money Conclusion:

*"Our audit report issued on 31 July 2019 reported an **unqualified** Value for Money conclusion for the 2018/19 financial year."*

Audit of the financial statements:

Mazars also issued an **unqualified** opinion on the financial statements.

5.10 The Council monitors the implementation of external audit recommendations. Assurance reports are regularly presented to Audit Committee and Mazars, summarising the Council's performance in implementing recommendations effectively and within agreed timescales. However, progress is also monitored through other relevant Committees and Scrutiny functions. The latest Outstanding Audit Recommendations Report was taken to Audit Committee in February 2020.

Annual Review of the role and responsibilities of the Chief Finance Officer

5.11 As part of its work on governance and financial management across public services, CIPFA issued its Statement on the role of the Chief Financial Officer in Local Government (the Statement) in 2016. The Council has undertaken a review of the role and responsibilities of its Chief Financial Officer (CFO) against the five principles that define the core activities and behaviours that belong to the role of the CFO and the governance requirements needed to support them.

5.12 The 2019/20 review concluded that the CFO met the responsibilities of the Senior Finance Officer in full and was ideally placed to develop and implement strategic objectives within the Council, given her role as the Council's Section 151 Officer, Deputy Chief Executive and City Treasurer. She reports directly to the Chief Executive and is a member of the Council's Senior Management Team. The CFO influences all material business decisions and oversees corporate governance arrangements, the audit and risk management framework and the annual budget strategy and planning processes. The Council's financial management arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government.

Annual Report of the Standards Committee

5.13 The Council is committed to promoting the highest standards of conduct by members and has adopted a Code of Conduct for all members as part of its constitution. The Council has also established a Standards Committee, which is responsible for promoting and maintaining high standards of conduct by members of the Council. The Annual Report of the Standards Committee is one of the Council's sources of governance assurance.

Assessment of the robustness of corporate governance across services

5.14 As part of the process of identifying any areas where governance may need to be strengthened across the organisation, Heads of Service each complete an annual online questionnaire. Services provide a set of assurance scores, based on their self-assessment of how effectively the good governance standards set out in the Code of Corporate Governance (the Code) have been implemented by their Service. The 2019/20 questionnaire was revised to reflect the update of the Code carried out in 2019.

5.15 Using a 'strengths-based' approach, services highlight and give more information about areas of strength and good practice in their questionnaire responses. These are then shared, so that good practice can be adopted across the organisation.

5.16 The analysis also identifies areas where improvement and support may be required. Any challenges experienced by multiple services, which are significant at a corporate level form part of the evidence base used to identify the governance challenges which the Council will address in 2020/21 (Action Plan at Section 7).

Evaluation of the effectiveness of processes to gain assurance about the robustness of governance arrangements in the Council's Significant Partnerships

5.17 The Council has a standardised approach to managing its partnerships as detailed in the Partnership Governance Framework. This supports officers and stakeholders in ensuring that good governance is understood and embedded from the outset, and throughout the lifetime of all partnerships. The governance arrangements of the Council's partnerships, which are on the Register of Significant Partnerships, are self-assessed annually to provide assurance that effective arrangements are in place, and to highlight any governance challenges which need to be addressed.

5.18 The annual self-assessment process has been developed to provide clear accountability, and robust scrutiny and challenge. It can be summarised as follows;

Self-Assessment
An Officer assesses a range of assurance criteria, for example Finance, and Audit and Risk Management arrangements for each Partnership. A recommended assurance rating is provided.

Independent Review
An independent panel of Officers review assurance ratings proposed for all the Partnerships, to assess whether sufficient evidence has been given to support the assurance level recommended.

Strategic Management Oversight
Senior Officers oversee the proposed ratings to ensure they accurately reflect their knowledge of the partnership.

Audit Committee
The Committee provide scrutiny and challenge of the Register.

5.19 The Council works to continuously improve both governance in partnerships, and the assessment process. The assessment process is reviewed annually.

External inspection agencies

5.20 The Office for Standards in Education, Children's Services and Skills (Ofsted) inspects and regulates services which care for children and young people and those providing education and skills for learners. It publishes all school inspection reports on its website, in addition to the inspection reports for the services for children and families which the Council provides. The last Children's Services focused visit took place in December 2019.

5.21 Mazars are the Council's External Auditors. They carry out auditing of the Council's activities in accordance with the National Audit Office (NAO) Code of Audit

Practice, which reflects the requirements of the Local Audit and Accountability Act 2014. Their key responsibilities are to:

- Give an opinion on the Council's financial statements
- Assess the Council's arrangements for securing economy, efficiency and effectiveness in its use of resources (the value for money conclusion)

6 Progress in addressing the Council's governance challenges

This section provides an update on progress made addressing the Council's governance challenges for the 2019/20 financial year, which were set out in the Action Plan in last year's AGS (2018/19). An interim update setting out progress earlier in the financial year was taken to Audit Committee in November 2019. Topics below are grouped together by particular governance themes.

Governance Area: Delivering Our Manchester
Action 1) "Continuing progress with embedding Our Manchester priorities, behaviours and approach across all aspects of service delivery, ensuring that staff develop the skills and behaviours articulated in the 'Our People' Strategy, including effective implementation of workforce plans. Supporting Services to move from 'early' and 'developing,' to 'maturing' and 'mature' in the Our Manchester Self-Assessment. Continuing to develop leadership and management capacity and capability."   There continues to be dedicated commitment to support how the Our Manchester (OM) approach is embedded throughout the Council, with the internally focused OM programme integrating with Organisational Development, ensuring that Our Manchester remains at the core of the Our People Strategy.   The response to COVID-19 has provided a catalyst for change for our residents and our workforce and has allowed us to reimagine what the workforce will look like in the coming months and beyond, with a workforce that is supported to excel and be well, working in a transformed way and delivering improved services.   Going forward into 2020/21, Organisational Development and Our Manchester will be an essential part of how we bring together the longer term aspirations of culture change and programmes such as Our Ways of Working (under Our Transformation), with the shorter term need to help our workforce adapt to more agile ways of working and the 'new normal' within the coming months. All of this must be underpinned by our organisational development approach, and Our Manchester - ensuring there is a clear, coherent and consistent plan for our workforce.   ***Our People Strategy***

Our People strategy, agreed in January 2017, recognises the critical role the Council's workforce plays behind the vision of Our Manchester. In agreeing the Strategy, there was a recognition that the scale of change described would take time to achieve with its delivery timeline broadly aligned to the Our Manchester 2025 vision.

Our People strategy sets out a compelling vision for a future workforce and workplace where our systems, processes and cultures are fully aligned with Our Manchester behaviours and where people have the skills, opportunity and support to perform at their best. - This, in turn, will ensure the Council can achieve the Corporate Plan and play its full part in delivering on the vision for Our Manchester. During 2019 there has been continued activity to progress initiatives in support of the Our People strategy as well as the initiation of Our People Plan 2020/23, to articulate how we will continue to progress with Our People ambitions.

Work has commenced to consult widely with key stakeholder groups regarding Our People Plan 2020/23, the current draft was presented to HR Sub Committee on 24 February 2020, and will next be taken to Executive. Key stakeholders will be managers, staff groups including the staff networks and Trade Unions. The final version will also be informed by the Race Equality review, and the 'BHeard' Survey results.

Some of the key activity that supports embedding of the Our Manchester approach includes:

Transforming our systems, policies and processes

- A review of systems, processes and governance based on feedback from staff are now being progressed as part of Our Transformation Programme, which will provide staff with the right tools and time to deliver high quality services for our residents.
- To continue to support the Our Transformation Programme, Our Ways of Working is the opportunity to allow staff to work more flexibly across different locations and services in an agile way, and even more so as we move into our 'new normal'.
- A programme of partnership work has been developed to mobilise Bringing Services Together for People in Places which is Manchester's approach to place-based reform.
- Our Manchester in Health and Social Care which is establishing an agreed format and approach for the way in which Manchester Health Care Commissioning (MHCC), and the Local Care Organisation (MLCO) will operate to improve the experience for employees and for all people and communities across the city.
- Ongoing review of the Council's people management policies to support alignment with Our Manchester, including Code of Conduct, Pay Policy, Recruitment and Selection, plus others.

- The Council's overarching framework for learning and development provision ensures all providers are aware of Our Manchester, and are delivering the right messages when delivering training on behalf of the Council. Further work will discover how we transform our learning and development offer going forward into our recovery phase.

Our Transformation

Our Transformation is the work to modernise and digitise how the Council operates. Our Transformation is focused on five key work programmes:

- **Strengthening accountability** - Reviewing how we make decisions, creating accountability and empowering our managers.
- **Our Ways of Working** - Improving our working practices and culture, and making sure that we have the right tools (including ICT) to do our jobs.
- **Improving our Processes** - Understanding and improving the processes we follow and manage to get things done.
- **Designing our Future Core** - Understanding how we currently operate in the Corporate Core, identifying what needs to change and what the Core will look like after transformation.
- **Improving Resident & Business access to digital services** - Improving the user experience of interacting with the Council for our residents and businesses.

Bespoke work and targeted offer

- Through the Self-Assessments, nine services were receiving targeted support to develop their understanding of Our Manchester, and what it means to them and the roles they do. This is part of the work to support services to move from 'developing' to 'mature', and will continue as the offer develops.
- 131 OM 'Service Champions' continue to support their colleagues in their own services on their journey (1.8% of organisation).
- A focused strengths based development programme is now live, with roll out prioritised across the MLCO and the neighbourhood teams, with a cohort of over 300 staff having been through the programme.
- The refresh of the Council's leadership and management offer will be developed further to fully embed Our Manchester across both the Council's core leadership and management programmes.
- Wider development offer for senior leaders through engagement workshops and conferences, such as monthly Senior Leaders Group sessions and the annual Leadership Summit, which took place in October 2019. The Leadership Summit 2020 will be planned in line with the recovery phase of COVID-19.

Delivering a universal offer to all

- The Our Manchester Experience has welcomed over 4,000 Council staff along with 482 staff from partner organisations to date, and a target plan was agreed for a 7,000 staff target to be reached by September 2021, which will be reviewed in light of COVID-19.
- Our Manchester Experience 'Roadshow' was launched, making the Experience more flexible and adapted for certain staff groups, such as Facilities Management and Social Care. Further adaptations and delivery will be considered, as part of the new offer, in line with social distancing.
- Staff engagement events showcase Our Manchester as a way of doing things, and provide opportunity for staff to demonstrate the Our Manchester Behaviours. For example, Listening in Action evolved and gave staff the chance to hear from our senior leaders, as well as being listened to when discussing our Corporate Plan priorities.
- Behaviours Toolkits continue to be in circulation across the organisation and MHCC. Teams are creating and testing tools that suit their service, fully embedding the behaviours and how it works for them. New tools and formats will be considered, as part of our recovery and support plan for the workforce.

This activity forms part of an ongoing programme to fully embed Our Manchester into everything that we do, so that it is part of mainstream business and not a stand-alone 'thing' that we do. It has supported a continued improvement in organisational engagement levels as measured by the BHeard Survey, with the Council increasing by 14 points since the previous year, firmly placing us at the high end as a 'one-to-watch' company.

Progress on Equality

Numerous programmes of work have been either commenced or completed in 2019/20 which will further embed workforce equality in our systems, processes, governance and culture. These are long-term and ongoing pieces of work that will incrementally improve the representation, opportunities and experience of all identity groups in the workforce in the coming years. There is a particular focus on BAME and disabled employees, as these have been identified as priority groups.

The COVID-19 pandemic is causing numerous communities of identity both in Manchester generally and in the Council's specifically to experience adverse impacts to a disproportionate degree. Older, disabled and BAME people and those with ongoing health conditions have been particularly notably impacted, and the adverse impact of lockdown on the mental wellbeing of a number of Council staff is also notable; but the effects touch every identity group in some way. Understanding these impacts and responding to them throughout the recovery period is a Council priority and will help to fully embed equality and inclusion both in the recovery response and in the Council's governance processes going forwards. This is dynamic, developing work and is not described in detail here. Rather, what follows is the position on the Council's non-COVID related workforce equality issues.

Equality Employee Network Groups

- A refreshed approach to employee engagement on equality has been launched with a new Equality Employee Network Group framework.
- This has led to the re-establishment and growth in membership of the groups previously in operation (BAME, disability, LGBT+), as well as the development of new groups (women, mental health).
- The groups are employee-led and each works to its own work-plan, with support and input from HROD and the Equality, Diversity and Inclusion (EDI) Team as required.
- The groups give an opportunity for employees to access development and peer support as well as to influence programmes of Council work, and are a valuable source of lived experience and information for services to benefit from in developing services and policies.

Equality Impact Assessments

- Work has begun to refresh our Equality Impact Assessment (EIA) framework, a key tool in ensuring that equality is considered in the development of our services and policies.
- This aims to make the range of identity groups assessed more representative of Manchester; the protected characteristics defined by the Equality Act 2010 will remain, but consideration will also be given to additional priority groups such as homeless people and ex-armed forces personnel.
- In addition, the training and support, quality assurance and governance arrangements in relation to EIAs is currently under review.
- Using the existing framework, equality analyses have been completed against several workforce policy reviews to mitigate the risk of adverse impacts on employees arising from these.
- In order to enable swift decision-making with due regard being maintained, a simplified OVID-19 EIA template has been developed, with an initial analysis undertaken of the Community Response Hub. The COVID-19 EIA template is being promoted to the wider workforce to ensure equalities-governance during the COVID response phase.

Workforce Race Review

- An independent review of workforce race equality at the Council was commissioned and undertaken in 2019.

- The review has been completed and a final report of its findings has been received.
- An action plan is in development to respond to the report findings; this is being co-designed with BAME employees and other key stakeholders to best reflect BAME staff's experiences and needs.
- The implementation of the action plan and the achievement of its desired outcomes is a long-term programme of work, but aims to result in mainstreamed and sustainable improvements in the areas of representation, experience and progression.
- Regardless of the COVID-19 pandemic, this work remains a Council priority.

Disability Development Programme

- A parallel programme of work relating to disabled employees has been in development in 2019; this programme aims to achieve improvements in the same areas as the race review regarding representation, experience and progression as well as some specific areas such as reasonable adjustments, equipment and adaptations.
- Some elements of the programme have been introduced for trial such as the Access to Work Mental Health Support Service, and membership of the Business Disability Forum.
- Adoption of the broader programme of work will be considered in 2020/21.

Learning and Development Review

- A review of our equality-related learning and development tools was commenced in 2019; this aims to promote the use of the existing equality learning resources we have, and strengthen the offer.
- Work has commenced with our e-learning provider to develop a revised equality and diversity tool, which will form the core element of equality-related training from 2020 onwards.
- Our leadership and management development training is also looking to more proactively promote inclusive management practice.

Governance Area: Health and Social Care Integration

Action 2) "Supporting the integration of health and social care by ensuring effective governance of integrated teams, including operation of the MHCC commissioning function, and implementation of the Local Care Organisation (LCO)"

The Our Healthier Manchester locality plan is the key document that sets out the strategic ambitions for health and social care integration in the city - to improve health and care outcomes for the people of Manchester within a financially sustainable system.

Health and social care partners will develop a new, refreshed Locality Plan for the city, building on the unique experiences of COVID-19. This will start from the strategic ambitions of the existing plan. It will set out how partners will move from the incident response phase to recovery and transformation, which manages the profound impact that the pandemic has had on the city and its people. This work will take place during the first phase of the recovery period.

The governance for the refreshed Locality Plan will be through the Transformation Accountability Board, reporting to the Health and Well-Being Board. Connections with other aspects of the recovery work will be managed within the Council through the Recovery Coordination Group, chaired by the Deputy Chief Executive and City Treasurer. Recovery plans will be aligned between the Council, MHCC and MLCO through joint working on key priorities, for example, the wider contribution that health and social care can make to the economic recovery of the city, and the mutual importance of people's health and being in good quality work.

The strategic aims of Our Healthier Manchester are to:

- Improve health and well-being in Manchester
- Strengthen the social determinants of health and improve healthy lifestyles
- Ensure services are safe, equitable, and of a high standard, with less variation
- Enable people and communities to be active partners in health and well-being
- Achieve a sustainable system

Manchester Health and Care Commissioning (MHCC) was established in April 2017, as a partnership of the Council and the NHS Manchester Clinical Commissioning Group (CCG). MHCC is governed by a Board, which includes the Council Chief Executive, the Executive Director of Commissioning and Director of Adult Social Services (DASS), the Executive Member for Adult Services, and the Executive Member for Children and Schools. The Council and NHS Manchester CCG MHCC have agreed a pooled single commissioning budget for health, adult social care and public health, with a Section 75 Partnership Agreement and Financial Framework.

Manchester Local Care Organisation (MLCO) was established in April 2018, to deliver integrated out of hospital health and care, including Community Health, Primary Care, Mental Health and Social Care. MLCO is leading the delivery of Integrated Neighbourhood Teams (INTs) that bring together the workforce in the above services to deliver integrated care around residents' needs, taking Our Manchester approaches.

The integrated governance structure for MLCO is a Partnership Board and Partnering Agreement, signed by all key partners including the Council. The Council representatives on the Partnership Board are the Deputy Chief Executive and City Treasurer, and the Director of Policy, Performance and Reform.

The MLCO Executive includes the Executive Director of Adult Social Services, and other senior adult social care staff (including three Assistant Directors) are represented on the internal MLCO governance groups that sits beneath the MLCO Executive. These connections have been further strengthened through the Gold, Silver, Bronze command arrangements within MLCO for the COVID-19 response. Other governance groups are in place across the city to deliver the work required on the overall Locality Plan, and the enablers of integration such as health and social care workforce, finance, performance and ICT.

Work has largely been paused on the Adult Social Care Improvement Plan, although the principles of improvement and more effective ways of working through the programme have facilitated an effective and structured ASC operational response to COVID-19. The programme to date has led to a significant recruitment of additional social workers, introduction of a new strengths-based assessment process, improvements to technology enabled care, and a focus on reducing waiting lists for assessments and reassessments.

Wider work has been paused during the COVID-19 period such as the procurement process between MHCC and MLCO to agree a contract for the commissioning and provision of health services. Work has commenced to recommend ways to improve outcomes for children and young people in Manchester through more effective joint working between Children's Services and the MLCO.

The COVID-19 period has enabled partners to make practical progress on integration of health and social care for our residents, such as:

- Integrated discharge planning work has helped to expedite significant numbers of people from hospital into care

- Primary Care providing new and improved digital services to patients
- Partners working together to create the Nightingale North West hospital at Manchester Central very quickly
- Greater joint working on the challenges of residential and nursing homes in the social care market
- Daily social care provider health checks have provided clearer insight into organisational resilience of our providers
- Teams and managers have responded quickly and effectively to the challenges presented by personal and protective equipment, testing, and contacting citizens remotely for safe and well calls

There have also been challenges during this period including significant financial challenges relating to additional costs for social care provision across the city. The work to improve governance arrangements across the city undertaken during 2019/20 will also be re-examined in the light of learning from the COVID-19 situation.

Governance Area: Adults Services Governance

Action 3) "Delivery of the Adults Improvement Plan to ensure effective triage at the front door, and the assessment and review of citizens' needs in a timely, proportionate and consistent manner. This includes Adults Services governance oversight: operational compliance, quality assurance and the transition from Children's to Adults Services provision."

The Adult Social Care Improvement Programme has been established to focus on ensuring the basics are in place for adult social care, to deliver high quality services for our residents, and to successfully deliver health and social care reform and integration.

The programme plan for this work was developed in late 2018, based on the outcomes of diagnostic work and the internal audits completed. As part of additional overall investment of £11.4m to meet increased need for adult social care, it was agreed by Executive in February 2019 that additional resources of £4.225m in 2019/20 rising to £4.8m for 2020/21 and 2021/22 be invested into the service to support the delivery of the improvement programme through increased capacity in front-line roles. This includes areas of the service where capacity has been met by temporary posts and short-term contracts as recurrent funding has not been in place.

A number of key priorities have progressed successfully including:

- Major recruitment campaign delivered - since April 2019 87.5 FTE social workers recruited into posts funded by the improvement programme, other externally funded posts and vacant mainstream positions

- Development of new strengths based approach to assessment and support planning - delivering improved outcomes and a more streamlined process - a significant change from the legacy process which had been in place for a decade
- Delivery of phase one of technology enabled care (TEC) programme transferring c.150 citizens from legacy provider, and operationalising TEC into business as usual
- Focused work on reducing waiting lists
- Introduction of enhanced communications and engagement with staff, boosting morale and buy-in including ASC forum and regular bulletins
- Development of new policies
- Progress on operational integration, including 12 neighbourhood social work managers in place
- Significant reductions in Deprivation of Liberty Safeguards waiting lists

In late 2019 through early 2020, a stock-take exercise was undertaken on delivery of the programme to date to ensure the programme continues to deliver improved outcomes. In order to address a number of the issues identified a revised portfolio structure has been designed - separating a 'core' programme from a wider set of transformational programmes, and positioning all of the programmes collectively into the Manchester Local Care Organisation wider portfolio. The transformation programmes include:

- Provider Services Review
- Learning Disability and Autism Programme (including transition from Children's to Adults provision)
- Urgent Care and Winter Programme
- Technology-enabled Care (TEC) Programme
- Integrated Commissioning and Contracting Programme

For 2020/21, the core ASC Improvement Programme is intended to include the workstreams as described below. The principles of improvement and more effective ways of working through the programme have facilitated an effective and structured ASC operational response to COVID-19. The programme itself has been largely paused during the COVID-19 response period from March 2020, and will recommence when service resources can be prioritised.

Assessment and safeguarding function, including:

- Front door pilot to test approach to better management of demand
- Active management and monitoring of the waiting lists
- Embedding of timeliness and strength-based practice standards
- Peer support and challenge process in teams to understand and act on strengths, issues and challenges

- Work to improve and embed end-to-end business processes
- Testing and evaluation of strength-based quality assurance framework
- Development of kitemark approach to further delegate decision making
- Development of team and service managers and review and embedding of core policies including supervision
- Implementation of social work career pathway
- Embedding performance management approach

Commissioning and contracting including:

- Development of approach to wider care market management
- Work to develop a brokerage function and improved business process following assessment
- Work to ensure effective contract management through appropriate function and the interface with MHCC
- Monitoring and management of contracts register, and effective procurement planning

Governance Area: Information systems - delivery and governance

Action 4) "Improving the resilience of ICT systems, including cyber security, and the Council's arrangements for disaster recovery."

Data Centre

The Council's ICT delivery team continues to run the Data Centre Programme to deliver against the ICT Data Centre Strategy, which outlined the replacement of our legacy core infrastructure and single, Council owned, data centre site at the Sharp Project. The Programme will address single points of failure by replacing the Council's core infrastructure and moving to an entirely new data centre solution, hosted across two separate data centre facilities to support disaster recovery capability.

The replacement of the core infrastructure via the introduction of a new technology for virtual server hosting, and a new backup and storage solution was completed in November 2019. The next programme phase was to see the physical move and 'migration' of our IT services and applications on this new infrastructure to the two new data centres resulting in the closure of the data centre in Sharp.

The programme remained on plan and achieved the target of migrating 80% of our business applications and services (the servers and data storage that they use), to the two new data centres before the financial year end (March 2020). This provides the immediate benefit of provision of those services from two resilient data centres reducing the possibility of service outages. However, these services are still reliant upon the Sharp data centre for user access and internet connectivity until the Programme activities are complete.

The next phase of the plan, from April - June 2020, would have been to ‘cut over’ our network to the new data centres and migrate services such as the internet and remote access solutions and complete the remaining physical relocation of hardware where we had a reliance on third parties, namely our legacy BT telephony system. This plan would have enabled us to exit Sharp by June 2020.

The COVID-19 outbreak has inevitably disrupted this stage in the plan resulting in the dispersion of programme team resources, loss of some resource time to addressing critical IT incidents brought about by the change in our users interaction with technology, and our suppliers who have instigated their own business continuity plans. Access to the new data centres has been severely restricted.

The physical migration of our telephony systems in June 2020 has been cancelled, owing to the fact it will require a large team of Council and multiple supplier resources to complete the move, where social distancing is not possible.

Whilst it remains the priority of the programme to migrate all remaining services from Sharp to the new data centres, the focus has also been to prioritise what planned tasks can be brought forward and completed under current COVID-19 restrictions and planning for when restrictions are eased.

The focus has shifted to those services which are:

- Increasing resilience of remote access services to support Council staff working from home (whilst transitioning to additionally resilient services in the new data centres).
- Removing the dependency on Sharp.

Assuming the programme continues to make good progress, and key factors such as restrictions on working practices improve, it would be possible to have all services running from the new data centres and the programme could move to the decommissioning phase by October 2020.

Cyber Security

The Council recognises that one of the biggest risks to the organisation regarding Cyber Security remains with our end-users, this has been even more apparent recently during the COVID-19 pandemic which has seen a reported 400% rise in cyber related crime nationally. The Cyber Security team continues to promote the need for good Cyber hygiene through an active communications campaign, and also through our mandatory Cyber e-learning course. This multi-layered Cyber Security training and awareness programme is available to all staff and at its core, the training will provide a base level understanding of Cyber Security best practice that staff can utilise in both their professional and personal lives. Regular dialogue with all staff continues to raise awareness around all aspects of Cyber Security and we encourage everyone to remain vigilant especially at this time and to report anything suspicious to the ICT Service Desk.

The current COVID-19 lockdown situation has presented numerous operational challenges to the way we function as an organisation. Since lockdown was introduced, the Council has mobilised large amounts of our workforce and ICT has enabled them to work from home. This significant shift has been extremely challenging and has stretched our local resources and assets to make sure we continue to deliver our essential services. However, with some technical, operational and process changes, the Cyber security team continue to deliver and deploy software security updates, antivirus updates, malware protection and other protective security functions based on known, identified and evolving security vulnerabilities to all managed devices regardless of their operating location.

Recently the Cyber Security team has developed a 5-year Cyber Security Strategy, that will be published alongside the wider ICT strategy 2020-25. The Cyber strategy defines our strategic vision, and outlines our objectives based on three core themes (Defend, Deter and Develop).

Action 5) - "Governance of delivery of proposed ICT systems essential to business operations and legal compliance, including the new social care system."

Good governance is critical for the ICT service as it enables the Council to:

- Demonstrate measurable results against Council business strategies and goals;
- Meet relevant legal and regulatory obligations, such as those set out in the GDPR;
- Assure stakeholders that they can have confidence in Council IT services;
- Facilitate an increase in the return on IT investment;

For the delivery of new services such as the new telephony platform, ICT uses two distinct processes. Initially, when a new service or product is required ICT follows 'The Open Group Architecture Framework' (TOGAF), this is an enterprise architecture framework that helps define business goals and align them with architecture objectives around enterprise software development. It helps businesses align IT goals with overall business goals while helping to organise cross-departmental IT efforts. TOGAF helps businesses define and organise requirements before a project starts, keeping the process moving quickly with few errors.

Once an initiative is considered a project, 'PRINCE2', a project management methodology developed by the UK government, and used widely in IT environments is employed to provide governance of project delivery. PRINCE2 makes use of the best-proven practices from a variety of industries and backgrounds. Documents with templates and clear decision points are characteristics of this methodology. All ICT Project Managers, Programme Managers, and Project Management Officers (PMOs) are qualified PRINCE2 Practitioners. This is coupled with 'ServiceNow' ITBM which is a governance and project management tool. This ensures that projects are governed and delivered following PRINCE2 best practice, and that stakeholders are provided with assurance over project delivery through the reporting functionality.

For live 'Business as Usual' (BAU) services such as Liquid Logic and SAP, the ICT Service Operations adheres to IT Infrastructure Library (ITIL). The IT Infrastructure Library (ITIL) is a library of volumes describing a framework of best practices for delivering IT services. ITIL's systematic approach to IT service management can help businesses manage risk, strengthen customer relations, establish cost-effective practices, and build a stable IT environment that allows for growth, scale, and change. The newest version of ITIL focuses on company culture and integrating IT into the overall business structure. It encourages collaboration between IT and other departments, especially as other business units increasingly rely on technology to get work done. ITIL 4 also emphasises customer feedback, since it's easier than ever for businesses to understand their public perception, customer satisfaction, and dissatisfaction.

In order to ensure effective Portfolio, Programme and Project assurance, ICT utilises P3O. P3O stands for 'Portfolio, Programme and/or Project Offices' and is a framework of principles, processes, and techniques to facilitate effective Portfolio, Programme and Projects management through its enablement, challenge and support structures. P3O guidance is aligned fully to PRINCE2, Managing Successful Programmes, and Management of Portfolios products, and brings together in one place a framework for best practice. Utilising P3O the ICT Project Management Officers (PMOs), all of whom are P3O practitioners, assist the bridging of the gap between strategy and policy makers, and the delivery arm of the Council from an IT perspective.

Change is effectively managed within the Council, using all the above frameworks in conjunction with our governance approval forums; IT Board, Design Authority Group, and the Change Assurance Board.

Telephony and Contact Centre Project

The current core telephony and contact centre systems become end of life March 2020 due to the manufacturer withdrawing support, a support contract is in place until March 2021 but this still represents a high risk to the Council. ICT has undertaken a tender exercise for a replacement telephony system. The contract was signed with a new provider in March 2020. Immediate engagement with the supplier has commenced, detailed planning is underway for the rapid deployment of contact centre services for the Covid Hub, Social Care and ICT Service Desk, to enable significantly more staff to work from home. Once these services are in place, planning will resume for full deployment of the contact centre functionality and telephony services across the rest of the Council. Prior to COVID-19 the estimated go live date was March 2021, however this date cannot be confirmed until the contact centre services are in place and the detailed planning of the wider project has taken place, to understand the effects on timescales of COVID-19 and the resulting change in approach.

‘Liquidlogic’ Programme

The ‘Liquidlogic’ suite of systems has now been operational for over six months (since July 2019). The Council are now in ‘component two’ of the change programme, with system implementation now complete (component one). Business change activity is ongoing across Children's Social Care (CSC) and Adult Social Care (ASC). From an ICT perspective, the systems are stable, this is an improvement on the Micare system, which encountered unplanned outages and was subject to performance issues. Good progress is being made, but there remain a number of challenges to resolve. Children’s Services will be ready to move to business as usual in late February or early March 2020. The timeline for ASC will be longer, with the need to learn from the implementation to date, and the establishment of a brokerage function that will enable some of the current challenges to be resolved. The leadership of the Deputy Director of ASC, aligned to the ASC Improvement Programme is driving substantive progress. The change management approach, and any financial implications of a longer timeline for ASC moving to BAU will be identified as part of the work outlined.

LAN / WiFi

The Network Refresh Programme work will be carried out throughout 2020/21, and is critical for the ongoing performance and resilience of the networks operating within the Council. The programme is currently at procurement phase. As a result of COVID-19, the decision was made to extend the procurement phase of this programme by ten weeks to mitigate any impact on quality of responses and their evaluation. The programme consists of the following projects:

- Wide Area Network (WAN) Refresh - this provides the connectivity between Council buildings
- Local Area Network (LAN) and Wi-Fi Development Project;
    - LAN provides connectivity to Council systems within Council buildings

- Wi-Fi provides wireless connectivity within Council buildings, comprising; New Public Wi-Fi where required; 'GovRoam' (a network providing staff with roaming internet access across multiple public sector locations. GovRoam phase one connectivity for the Town Hall Extension and Bridgewater House has been delivered); Corporate and Guest Wi-Fi

Prioritisation

In light of COVID-19, ICT has conducted a detailed planning and re prioritisation exercise to determine the initiatives and projects ICT will deliver over the next twelve months, ensuring the best use of available resources and optimum balance of risk against achievability under the current circumstances. This process has taken into consideration not just the current situation, but that immediately following the end of lockdown and the ensuing months. Therefore ICT's current priority projects and initiatives are (not in rank order);

- Microsoft Office 365 Programme
- Alexandra House Refurbishment (Corporate offices in Hulme)
- Application rationalisation (FLARE replacement)
- Data Centre Facilities and Delivery
- Network Provision to the new Data Centres
- Early Years & Education system (EYES) Implementation
- End User Compute - Phase 2
- Replacement C,P & C system
- Income Management (PARIS replacement with CIVICA Pay)
- LAN and Wi-Fi Programme
- Social Care System Phase 2
- Making Tax Digital
- Telephony & Contact Centre

These priority projects have been agreed with SMT and communicated to key stakeholders across the Council.

Governance Area: Finance and Savings

Action 6) "Changes to the local government finance system, and delivery of continued significant savings."

Changes to Local Government Finance system

The 2020/21 spending round announcement and subsequent settlement on 6 February 2020 set out the funding for 2020/21, which informed the budget proposals approved by budget Council on 6 March 2020.

The government funding commitments are for one year only, and considerable uncertainty remains for longer-term planning. Even prior to COVID-19 there were significant medium term risks around the levels of public spending overall (to be determined in the 2020 spending review), the distribution of funding across local government (through the Fair Funding review) and the impact of anticipated business rates reforms and reset (the update of the current business rates baseline).

The longer term spending review was deferred from 2019/20 to 2020/21, and is now anticipated to take place in late summer. This should give some high level figures for the Local Government sector. The planned changes affecting business rates and funding reform were also deferred until 2021/22, as notified last year. Following the COVID-19 outbreak, they have now been deferred further until 2022/23. The financial impact of these reforms is unknown and could be considerable.

In relation to Business Rates Reform, Manchester has been involved in a number of schemes to maximise the resource available in the region including the creation of a Business Rates Pool across Greater Manchester (GM) and Cheshire, the Business Rates Growth Retention Scheme 2015, and a 100% retention pilot from April 2017 to March 2021. With the deferral of the full system reform, the pilot may now be extended until 2021/22.

The Council was already engaging with central government and other interested bodies through formal consultation responses and working groups to ensure the impact of the potential changes on local government - and particularly cities - is recognised. This included numerous Fair Funding and Business Rates redesign workshops and consultations, as well as contributing to papers considered by the Fair Funding Technical working group. The last formal response submitted was the budget representation to HM Treasury, on 7 February 2020.

Following the COVID-19 outbreak and associated financial impact, these discussions have been focussed on ensuring the costs and income losses incurred by the Council are recognised, and that appropriate support measures are in place. A government update on this is expected in late July 2020.

Delivery of continued significant savings

The 2019/20 budget process identified £14.798m of savings and budget reductions to be delivered in 2019/20.

Each saving has been monitored and reported throughout the year. The table below shows where savings have, or have not, been achieved in 2019/20 across each of the Directorates. The position on the deliverability of the savings moving forward was taken into account as part of the 2020/21 budget setting process.

Directorate	Savings Target 2019/20				
	Achieved	Not achieved	Total	Non recurrent / Investment	Net Total as per MTFP
	£000	£000	£000	£000	£000
Children's Services	2,466	187	**2,653**	392	3,045
Adults Social Care	3,908	4,000	**7,908**	(5,915)	1,993
Homelessness	0	440	**440**	0	440
Corporate Core	3,349	0	**3,349**	0	3,349
Neighbourhoods	4,951	0	**4,951**	0	4,951
Growth and Development	1,020	0	**1,020**	0	1,020
Total Budget Savings	**15,694**	**4,627**	**20,321**	**(5,523)**	**14,798**

Budget 2020/21 and beyond

The 2020/21 budget reflected changes arising from the Spending Round announcements, the Final Local Government Finance Settlement 2020/21, forecast pay awards, notifications from GMCA and a robust review of all Council service spend to realign budgets and identify savings options. In total, savings and efficiency options of £7.5m were identified for 2020/21, which net to £2.8m after pressures have been met. These are being found through a combination of efficiencies, income generation and innovation and should not impact on frontline services to residents. In recognition of the challenges faced by Adults and Children’s Social Care and the Homelessness Service, any efficiencies identified in these areas will be used to help achieve a balanced budget in 2020/21, with a focus on stabilising the position and preparing for possible changes from 2021/22 onwards.

All proposals were presented to the relevant Scrutiny Committees in January and February 2020 for comment, and approved by Council 6 March 2020. The table below summarises these by Directorate.

Net Efficiency Options 2020/21

	2020/21 Efficiency / Income Options Identified	2020/21 Pressures/ Priorities Identified	Net efficiency options supporting budget
	£'000	£'000	£'000
Homelessness	(1,000)	1,000	0
Corporate Core	(3,449)	2,872	(577)
Neighbourhood Services	(2,324)	754	(1,570)
Growth and Development	(690)	0	(690)
Total Efficiency Options	**(7,463)**	**4,626**	**(2,837)**

The Council is continuing to collate details of the additional expenditure and estimated loss of income arising from COVID-19, and report to MHCLG each month. Current government funding allocations are insufficient to meet the identified pressures particularly in relation to the anticipated loss of income, which will crystallise further as the financial year progresses. This is a national issue, which has been widely reported by all types of Local Authorities across the sector.

As part of the Council's recovery from the COVID-19 outbreak, a financial resilience workstream has been established. To support the viability of the 2020/21 revenue budget all directorates have been requested to undertake a line by line review of their 2020/21 revenue budget, and look for immediate cost reductions and efficiencies. This will be reported to Executive 29 July 2020 for consideration. The report will contain a proposal for a reset revenue budget, including the funding for the Health and Social Care Pooled Budget. There will also be the headline implications for 2021/22.

The position for 2020/21 is expected to be manageable through immediate additional savings and the use of reserves, however the financial position in 2021/22 becomes much more challenging based on current information.

The Council is working with the LGA, Core Cities, GMCA and MHCLG to seek an urgent, decisive response to the position of local government. Key to this will be providing greater long-term certainty to support sound financial planning alongside work to compensate the additional immediate costs to the system.

By early Autumn there will be a report setting out any further corrective actions for 2020/21 and the implications of setting the budget for 2021/22 and beyond. Inevitably, this work will also be dependent on further announcements from Government regarding funding and flexibilities, as well as the latest guidance on the approach to tackling and living with COVID-19 including any associated costs and income losses.

Despite the uncertainty around COVID-19 and government funding, it is recognised that longer term planning is essential. Therefore, work is in progress to formulate indicative budgets and scenarios for a five-year period. Alongside the COVID implications, this is in the context of considerable changes to Local Government Funding including the outcome of the Spending Review, a review of local authorities relative needs and resources (also known as the Fair Funding Review), reform of the Business Rates Retention scheme, and the government proposals on the future of Adult Social Care funding and interaction with the NHS ten year long term plan.

Governance Area: EU Exit Preparations

Action 7) "Planning and implementation of changes required to mitigate potential negative impact of Brexit on budget and other assumptions for the Council, partners and residents of the City."

Extension to Article 50, and EU exit

Since the last Brexit update when the UK was preparing for EU Exit on the 31 October 2019, Parliament was unable to agree a deal and requested a further extension to Article 50 to 31 January 2020. This was agreed by European Council, and all EU Exit preparations stood down. A General Election was then announced, and took place on the 12 December 2019 - which the Conservative Party won.

Under the new UK Government and the terms of the Withdrawal Agreement Bill, the UK left the European Union on 31 January 2020. Since then the Government has continued negotiations with the EU to try to secure a comprehensive partnership and trade deal, before the transition period ends on 31 December 2020. We will need to track progress of these negotiations, and the way in which the pandemic may impact on them, as this could lead to new arrangements for trade, travel and business.

We will also need to be aware of the risks of disruption if these negotiations are not successfully concluded. The end of June 2020 is the deadline by which the Government would need to ask for an extension of the Transition Period. If an extension is not requested by then, and the Government has said that it has no intention of making such a request, a no deal exit, with the risks and potential disruption this could bring, is a possibility unless an agreement can be reached in the meantime.

Governance

The Council's response to the risks and uncertainties associated with EU Exit Transition has been coordinated by the Brexit (now EU Exit) Preparedness Group which is chaired by the Strategic Director - Neighbourhoods. A Greater Manchester Preparedness Group is chaired by the Chief Executive of the GMCA, to focus on issues and civil contingencies at a city region level. The group includes representatives from Health, Greater Manchester Police, Greater Manchester Fire and Rescue, Transport for Greater Manchester, Manchester Growth Company and Manchester Airport.

Council EU Exit Preparedness Group

Council EU Exit Preparedness Group ('MCC Group') have stood down meetings, which were scheduled to start again in January 2020 following national stand down in October 2019. However, officers will continue to assess the situation through engagement with the LRF and participation in planned monthly GM Brexit meetings.

The Government's Transition bulletins continue to be shared with the MCC Group and it is likely that meetings will reconvene later in the year if progress on the negotiations is stalled or there is likely to be a no deal exit.

If no extension is requested, the Transition Period ends on 31 December 2020. There is a risk of this period expiring without a trade and cooperation deal having been concluded. Negotiation of a comprehensive trade deal by this date will be challenging, therefore preparing for the types of 'no deal' risks we have previously considered will be relevant as we approach the end of December 2020.

Risk and Resilience

In line with Government guidance the EU Exit Preparedness Group oversaw the development and update of a Corporate Impact Assessment with all Directorates covering the following areas:

1. Fuel Supplies
2. Civil Unrest
3. Loss of EU National Staff
4. Equipment & Materials
5. Medical Supplies
6. Food Supplies
7. Finance
8. Events
9. Payment of Benefits & Poverty
10. Partnerships & Suppliers
11. Statutory & Regulatory

The approach relating to Council employees

The Council's strategy in relation to the workforce has, to date, focused in three areas:

- **Informing** all employees of the potential implications for EU nationals in the workforce and signposting to relevant information and guidance.
- **Supporting** any individuals or managers who have identified specific concerns, signposting them to relevant support and providing guidance where appropriate.
- **Monitoring** any emerging risks or issues in either the employed workforce or agency provision.

Work has been undertaken with PricewaterhouseCoopers (PWC) to create a package for employees which distils Government information into a format suitable for mobile devices. The package is being used across Greater Manchester by the majority of local authorities, and is automatically updated with the most up to date Government guidance and deadlines.

Wider Communication

The Council Communications Team has developed an overall strategy for informing residents and businesses about the implications of EU Exit and fed into the wider Greater Manchester plan.

Residents have been signposted to www.gov.uk website for information, and there has been a particular focus on communicating information, support services and Government advice on applying for EU Settled Status.

For businesses, messaging has signposted people to The Business Growth Hub and Greater Manchester Chamber of Commerce. These local hubs have simplified the information available from Government, and provided useful overviews and summaries for technical guidance notes so that businesses can see at a glance if they are relevant and what action they need to take.

Financial implications

A number of potential financial implications across a range of areas are being considered. These include:

- Impact of COVID-19 recovery
- Increases in the cost of goods and services e.g. care services, buildings and construction, food and fuel.
- Business rates reductions as a result of higher costs to businesses, or issues caused by import and export tariffs.
- National changes such as changes to interest rates, state aid and OJEU tendering.
- Impact on the Airport Dividend.
- EU Grant funding including risk to existing projects and lack of clarity on UK replacement funds.

Impact Monitoring and Mitigation

The EU Exit Preparedness Group has developed a series of key indicators on a cross departmental basis that will enable any emerging impacts to be identified, monitored and any appropriate mitigating actions taken. These will be further refreshed and updated in 2020/21 as details of the proposed future relationship with the EU and potential impacts of EU Exit emerge.

Detailed report to Economy Scrutiny Committee

The update in this report is intended as a brief high-level overview of the governance arrangements relating to this challenge only. A more detailed report - The Impact of Brexit on the Manchester Economy - was taken to Economy Scrutiny Committee on 5 September 2019.

Regional Reporting

Monthly GM meetings continued to be held from January, but were stood down recently in light of the pandemic. It is expected that these meetings will start again as business as usual commences. It is likely that the frequency of these meetings will then be scaledup, based on trade and cooperation negotiations around Summer until December 2020 and beyond, depending on risk and issues analysis and national reporting requirements. A meeting of Local Resilience Forum (LRF) Chairs took place on the 19 December 2019 and 8 January 2020, and no immediate issues were raised.

Although all other reporting has been stood down, the North West has been asked by the Department for Business, Energy & Industrial Strategy (BEIS) to provide a return (initially monthly) about the economic health of the region. BEIS are trying to get a 'real-time' understanding on general trends and any specific issues in the run up and aftermath of EU Exit and any potential economic shocks. GMCA are undertaking this work on behalf of the North West, and each local authority has been asked to feed into this reporting with immediate effect.

EU Settlement Scheme

It is estimated that around 300,000 EU citizens in the UK have yet to apply for settled status, which most will need to remain in the country long-term after EU Exit. Home Office statistics for March 2020 show that just over 3.4 million EU citizens and their family members have applied for settled status. So far, 58% of applicants have been granted settled status, and 41% granted pre-settled status, which allows people to stay in the UK for a further five years. The figures underline a huge take-up of the scheme, which was launched nationally in March 2019, but also show the scale of the task that still lies ahead.

It is assumed that local authorities will be asked to continue to work to encourage registration, and the Council will continue to do this, alongside our role in ensuring that all looked after children who are EU citizens apply for settled status. We will also continue to engage with Home Office communications.

Risk Indicators

Whilst meetings of the MCC Group have been stood down, work being undertaken by the Risk and Resilience Team on EU Exit risk indicators and refreshing the Corporate Impact Assessment will continue. This work has paused over the last three months but the proposed actions over the next 3-6 months are as follows.

- A review of Directorate and Service risk registers and business continuity plans will be completed as scheduled in quarter four 2019/20. As part of this, the Brexit Impact Indicators document will be updated. The focus of the team will be on supporting services and core support functions (including ICT, Commissioning and Procurement, Finance, HROD) on development of practical, appropriate mechanisms for monitoring and reporting on potential impacts.
- The key areas of focus for indicators will remain workforce; contracts and supply chain; ICT / information governance; finance and funding; customer / resident demand; care and safeguarding for vulnerable adults and young people; and community cohesion.

Governance Area: Highways Infrastructure

Action 8) "Development, design and delivery of major infrastructure projects across Highways, maintenance, and governance of response to the reporting of road issues, linking with strategic development plans, to time, quality standards and on budget."

The Highways service now has six major projects on site including Hyde Road, Medlock Street roundabout, A6 Stockport Road, Royce Road Chorlton, Great Ancoats Street, and the schools crossings improvements programme. Consultation has just finished for the cycling and walking route between Piccadilly and Victoria train stations, that was positively received. The final designs are being completed for the Chorlton cycling and walking scheme, and there are also schemes being progressed at Fallowfield Loop, Rochdale Canal, Northern Gateway, Levenshulme and Beswick. The five year planned maintenance programme has progressed well, and is now in year four. Additional works funded by a Department for Transport grant of £5m has also been added into the schedule.

Despite the significant impact of COVID-19, major works have continued and in some cases the highways teams have been able to take advantage of low traffic flows by accelerating the programme.

There has been a major focus on managing the city's emergence from lockdown, including creating additional space for pedestrians in areas of high footfall such as the city centre. This work has included widening pavements on key routes including Princess Street, the pedestrianisation of Deansgate between Blackfriars and King Street West, and working with Transport for Greater Manchester and bus operators to ensure that the city's public transport is safe for workers.

The Highways service previously reported to the committee that it had approval to appoint a permanent Highways Development Specialist to drive forward the strategic infrastructure plans, but recruitment was unsuccessful and so the post is being advertised again after a market supplement was applied to the salary. The vacancy has meant a slight delay in progressing our strategic infrastructure development pipeline.

The service has appointed a new Head of the Programme Management Office who is responsible for developing a standard approach to project management, procedures and reporting.

Governance is now embedded and functioning well, with the service regularly reporting to the Neighbourhoods Scrutiny committee.

Governance Area: Commissioning, Procurement and Contract Management

Action 9) "Strengthening the Council's approach to commissioning, procurement and contract management."

2019/20 saw two important developments for the Council in relation to social value and ethical procurement. The first is that the Council has been accredited as a Living Wage Employer. As part of this, the Council has committed to work with its supply chain to promote and embed the payment of the Real Living Wage. The Council has updated its tender documentation accordingly, and will be working with contracts leads over the year to ensure Real Living Wage is included in contract discussions with suppliers.

The second development relates to the Climate Emergency declared by the Council in July 2019:

- The Integrated Commissioning and Procurement (ICP) and City Policy teams have accordingly developed new questions and wording that will be included in tender documentation.
- The Council has been trialling an additional 10 percentage point weighting in the evaluation specifically in relation to carbon reduction, on top of the existing minimum 20 percentage points in relation to social value. For example, Highways have piloted this on some recent tenders and early indications are that bidders have responded positively.
- The Council also continues to work with wider partners, including the Centre for Local Economic Studies (CLES), to learn from each other and promote carbon reduction in procurements. This was a particular focus at the annual 'Power of Procurement Event' held on 14 February 2020.

In terms of wider commissioning and contract management, the Commissioning and Contracts Leads group is now well established, with good representation from across the Council. In quarter three, for example, the group has co-developed arrangements to drive better forward planning, held a dedicated session with City Policy on the climate emergency and the implications for contracts and market development, and reinforced corporate priorities including social value key performance indicators and the real living wage.

Over the financial year, the Integrated Commissioning and Procurement Team launched two e-learning packages on contract management and social value which are promoted (in the Forum and the Buzz emails to staff), and the numbers accessing them are tracked regularly. A certificated course in contract management was also commissioned; this has been temporarily paused due to COVID-19 and the Integrated Commissioning and Procurement Team are working with the provider to run virtual training sessions.

COVID-19 has had a significant impact on the Council's supply chain and a number of supplier relief arrangements have been put in place, consistent with the government's procurement guidance. Council staff and schools were provided with guidance on actions needed to help identify and mitigate risk of supplier failure due to COVID-19, and the Integrated Commissioning and Procurement Team have been liaising with contract managers across the council to advise on specific matters. The Head of Commissioning and Procurement also regularly engages with central government and local government forums (e.g. National Advisory Group), both to advise on national guidance, and to ensure that the latest policy positions are quickly disseminated. Supplier relief arrangements are recorded on a single register.

The vast majority of procurements in March 2020 went ahead as planned, and market interest in opportunities has not abated. The major new area of procurement in March related to Personal Protective Equipment (PPE), in which the Council established a dedicated procurement team for the supply of PPE, working alongside the health and safety team in the Council and health partners in MHCC, as well as the Greater Manchester Health and Care Partnership.
Looking ahead to 2020/21, the main risks relate to COVID-19 and the impact it could have on recommissioning plans, particularly in relation to health and social care services where a number of staff have been temporarily redirected to the COVID response. There is also the indirect budgetary impact of COVID-19, which will require commissioners and the market to look at innovative approaches for delivering services at reduced cost. The Integrated Commissioning and Procurement Team is part of the council's Financial Resilience Group, which is working on solutions to deliver a financially sustainable budget.

Governance Area: Workforce Policy

Action 10) "Continued development and coordination across Services of the governance, communication, implementation and monitoring of workforce policy and associated guidance. This includes ensuring strong messages around compliance and accountability, and a planned programme of work to identify and tackle areas of non-compliance."

Responding to the challenges presented by COVID-19 has been a significant focus for the HROD team in the later part of 2019/20, and into 2020/21. Immediate policy reviews were required in order to agree positions in relation to pay, annual leave carry forward and the redeployment approach. In addition detailed data gathering exercises have been undertaken, to obtain workforce intelligence about deployment, COVID-19 impacts including identification of specific employee needs in relation to underlying health conditions, caring responsibilities and requirements for home working adaptations. During this period some business as usual activities have been temporarily suspended, such as employee casework, however, recovery plans are now in place for the resumption of this activity.

Recruitment and selection

Launched in October 2018, the revised Recruitment and Selection (R&S) policy and guidance is now embedded into the recruitment process. Encouraging managers to 'Hire with their Head', the policy now enables managers to tailor the recruitment process to their roles and services - to get the best possible candidates in a way which is fair, inclusive and consistent across the organisation. Since its launch, the mandatory e-learning module has been completed by 1,226 individuals who are involved in the recruitment process.

Further work is underway during 2020 to review our recruitment and selection process, and to get a better understanding of the manager and applicant journeys. We will also be engaging with residents, staff and managers about their recruitment experience. This work will be linked to the BAME review, and wider protected characteristics.

We also have a new approach to Role Profiles in development, highlighting more strongly our commitment to flexible working and supporting applicants who have a disability, simplifying the language used, and ensuring that our roles are more specific in their descriptions.

Disclosure and Barring Service (DBS) Framework

Over the last year the Directorate Lead counter-signatories, with support from the HR team, has refreshed the DBS policy, audited the list of posts that require clearance, and made system improvements (and planned others) that improve records. The internal audit team completed an inspection of new arrangements and gave a conclusion of moderate assurance (a notable improvement on the limited assurance findings from the last audit in 2015). The arrangements incorporate recommendations that have been acted on during 2019, to further improve the assurance relating to the Council's DBS Framework. In addition, the Council has recently joined a GMCA contract for the provision of a new electronic system (e-Bulk system) for the processing of DBS checks on behalf of the Council.

Induction

Our new approach to induction launched in 2019 and helps our new starters to understand their role, how the Council works, and ensures they get off to the best start. A programme of change for management induction is also underway.

Using Workforce Intelligence

The Workforce Assurance Dashboard remains a valued platform for managers to obtain key workforce performance data, with more than 500 managers across the Council regularly accessing the quarterly reports. This online product is fully accessible on PC, tablet or mobile enabling managers to access data at any location and at any time. The site now also contains interactive self-service pages specifically containing data on agency spend and absence, allowing managers to draw out even more pertinent data for their services. These quarterly reports continue to be shared with the Trade Unions, as an overview on workforce performance.

While the Workforce Assurance Dashboard remains the most widely used source of workforce intelligence, the team also engages in frequent bespoke analysis work with directorates and services in an attempt to understand more specific challenges, and to provide a greater understanding of these areas. Insights from one such project with Children's and Education services contributed to the recently revised 'Recruitment and Retention Strategy' for the directorate.

7. Action Plan: Governance Challenges for 2020/21 Onwards (draft)

The review of governance arrangements has identified the main areas where the Council will need to focus its efforts during 2020/21, to address changing circumstances and challenges identified. These are set out in the action plan below. Completion or substantial progress against these objectives is due by the end of the financial year, in March 2021.

Action	What action is to be addressed	Who is responsible for delivery	
		SMT Leads	Directors or Heads of Service
1	Effective response to COVID-19 through Council leadership, support to our workforce and organising an effective incident response and recovery. It is recognised that this will impact on the capacity and	Chief Executive, Deputy Chief Executive & City Treasurer	-

		Who is responsible for delivery	
Action	**What action is to be addressed**	**SMT Leads**	**Directors or Heads of Service**
	ability of the Council to respond fully to all of the other identified challenges and risks. The governance around the response will need to ensure effective decision making is maintained, and that critical parts of the organisation's business as usual continue to be delivered.		
2	Continuing to embed the Our Manchester behaviours necessary to support the delivery of Our Corporate Plan, across both the Council's leadership and the wider workforce. This includes delivery of the updated Our People Strategy.	Deputy Chief Executive & City Treasurer, City Solicitor	Director of HROD
3	Our Transformation - ensuring effective governance of all the programmes involved in strengthening and transforming how we work.	Deputy Chief Executive & City Treasurer, City Solicitor	-
4	Carbon reduction - ensuring that we have robust and effective governance of strategies, which will enable delivery of the 2038 zero carbon targets.	Deputy Chief Executive and City Treasurer	Director of Policy, Performance and Reform
5	Support the integration of health and social care by ensuring effective governance of integrated teams and activity, including the operation of the partnership arrangements with MHCC commissioning function, and the Local Care Organisation (LCO). Ensuring there is progress made with developments that will deliver positive outcomes within the system resource envelope.	Director of Adult Social Services, Deputy Chief Executive & City Treasurer	-
6	Delivery of the Adults Improvement Plan and integration of Health and Social Care, through the governance arrangements of MLCO and MHCC, whilst ensuring that the Chief Executive can be fully assured on statutory responsibilities, particularly around safeguarding. Ensuring effective integrated neighbourhood team arrangements, triage at the front door, and the assessment and review of citizens' needs in a timely, proportionate and consistent manner. This includes Adults Services governance oversight: operational compliance, quality	Director of Adult Social Services	-

Action	What action is to be addressed	Who is responsible for delivery SMT Leads	Directors or Heads of Service
	assurance and the transition from Children's to Adults Services provision.		
7	Improving the resilience of ICT systems; including continuing to strengthen cyber security to ensure an effective response to the evolving external environment, and the Council's arrangements for disaster recovery via delivery of the data centre.	Deputy Chief Executive & City Treasurer	Director of ICT
8	Governance of delivery of proposed ICT infrastructure and systems essential to business operations and legal compliance, including the new social care system. Mitigation of delivery timescale risks, and effective prioritisation where there is an interdependence between business critical programmes (e.g. telephony).	Deputy Chief Executive & City Treasurer	Director of ICT
9	Planning and implementation of changes required to mitigate potential negative impact of EU Exit on budget and other assumptions for the Council, partners and residents of the City.	Chief Executive	-
10	Strengthening the consistency of and accountability involved in the Council's approach to commissioning, procurement and contract management. This includes; improving supply chain resilience, building in carbon reduction requirements and reducing reliance on waivers.	Deputy Chief Executive & City Treasurer	Head of Strategic Commissioning
11	Continued development and coordination across Services of the governance, communication, implementation and monitoring of workforce policy and associated guidance. This includes ensuring strong messages around compliance and accountability, and a planned programme of work to identify and tackle areas of non-compliance. Focus is needed on; the Accountability Framework - to support understanding of decision making, and the operation and efficacy of the Member / Officer Relations Protocol, and the Member Code of Conduct.	Deputy Chief Executive & City Treasurer, City Solicitor	Director of HROD, Deputy City Solicitor

Conclusion

The governance arrangements as described above have been applied throughout the year, and up to the date of the approval of the Annual Accounts, providing an effective framework for identifying governance issues and taking mitigating action. Over the coming year the Council will continue the operation of its governance framework and take steps to carry out the actions for improvement identified in the review of effectiveness to further strengthen its governance arrangements.

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Manchester City Council
Report for Information

Report to: Audit Committee - 28 July 2020

Subject: Internal Audit Plan 2020/21

Report of: Deputy Chief Executive and City Treasurer / Head of Audit and Risk Management

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Summary

Standards for Internal Audit in local government are set out in the Public Sector Internal Audit Standards (PSIAS) and a Local Government Application Note from the Chartered Institute for Public Finance and Accountancy. The PSIAS confirm that the Council should periodically prepare a risk based plan of Internal Audit activity that is designed to support an annual opinion on the effectiveness of the systems of governance, risk management and internal control and is informed by the audit strategy, consultation with stakeholders and a dynamic assessment of risks. The Head of Internal Audit and Risk Management is required to communicate internal audit plans and resource requirements, including significant interim changes, to Senior Management Team and the Audit Committee for review and approval.

As a result of the Covid-19 pandemic Internal Audit stood down its existing, draft audit plans and suspended business as usual activity in order to support elements of the organisation's response; redirecting the majority of resource to critical business activities. The audit plan for 2020/21 has now been revised and proposals for the rest of the year are outlined in this report, based on current risk assessment and information available.

Recommendations

Members are requested to review and approve the Annual Internal Audit Plan for 2020/21.

Wards Affected: None

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Internal Audit Plan 2020/21

1. Background

1.1. The Public Sector Internal Audit Standards (PSIAS) set out the standards for internal audit and have been adopted by the Council's Internal Audit Service. PSIAS includes the need for risk based plans to be developed for internal audit and for senior management and the board plans to review and approval them. For local authorities the "board" is defined as the Audit Committee.

1.2. Initial actions to develop the annual audit plan were carried out during early 2020 however Audit Committee asked for the audit plan to be represented with a greater level of assurance over plans to address gaps in staffing resources.

1.3. Subsequently Covid19 impacted the Council and Internal Audit stood down its planned audit activity. This was to minimise impact on services and personnel involved in the response; focus audit resource on advice and guidance for the management of urgent changes required to systems and processes; and help deliver new services required as part of the crisis response. Work postponed included actions to progress the service restructure, as management were required to focus fully on the response to the crisis.

1.4. As the Council continues to move from crisis response into recovery, the audit plan for 2020/21 has been revised to ensure it is both focused and relevant, and is aligned to risks related to and emanating from the pandemic. The plan must remain flexible and will require regular review and update, to ensure it continues to add value and targeted assurance; based on risk and priority need.

1.5. The Internal Audit team is carrying a number of vacancies and maternity leave that impacts the number of days available to complete reviews. In addition, the service restructure has not progressed as intended and is being revisited in light of the Councils current budget review. As such the plan presented for approval is based on a current forecast of available resources, with consideration to seeking alternative additional means of assurance. Proposals for addressing the shortfall in audit resource and future structure will be presented to Audit Committee for comment at a future meeting.

2. Basis for the Plan

2.1. The PSIAS (section 2000) state that the Head of Audit and Risk Management must establish risk based plans to determine the priorities of the internal audit activity, consistent with the organisation's goals. They refer to the need for the plan to reflect the assurance framework, risk management arrangements and input from management and the Audit Committee. These principles have been applied in the re-development of the 2020/21 plan.

2.2. The underlying principles for the audit planning process remain valid as follows:

- It is not cost effective or necessary to obtain audit coverage of all strategies, systems, business areas and risks, so these are reviewed on a risk basis each year and may change, as demonstrated by the impact of Covid19.
- A range of types of audit work provide for different scope and coverage.
- Advice and guidance is provided to services and partnerships to support developing systems, high priority risks, issues and emerging projects.

- Audit seeks to place reliance on assurance mechanisms within the Council as well as the findings of other auditors and inspectors in forming the audit plan and in providing assurance.
- The plan is flexible and is reviewed and adjusted throughout the year in response to the changing governance, risk and control landscape. These changes will be communicated to Audit Committee and senior officers.
- Audit engages with Strategic Directors, Heads of Service and colleagues across the Council, as well as through networks and best practice forums, to ensure that known and emerging risks are considered.
- Proposed areas for audit are assessed and ranked against risk criteria to determine priorities. The criteria considered are.

Welfare of People	Impact on Service Fulfilment	Impact on Strategic Objectives
Effective Use of Finance and Resources	Changes in management, structures or systems	Legality including statutory or regulatory obligations
Mandatory Requirement	Known control or fraud risks	Corporate or Key Directorate Risk

- For the current audit plan there has been a focus on critical business impacts of Covid-19 and providing assurance that underlying systems and processes remain effective and appropriately controlled.

3. Phased Audit Plan Approach

3.1. The plan is based on quarters, reflecting the Council's move from Covid19 response to recovery, then a period of transformation and longer term change.

Quarter One April to June 2020

3.2. The original plan of audit activity for 2020/21 was largely suspended as a result of the Covid19 response and business as usual audit activities were superseded by more urgent priorities that included support for:

- assessment, resolution and reporting of emerging risks to support effective governance and situation reporting via incident management arrangements;
- administration of urgent business rates relief, grants and discretionary support, where auditors have supported design of the schemes; checked and validated applications and payment runs; and investigated issues of potential fraud and error; and
- development and delivery of arrangements for the Manchester and Trafford PPE Hub.

3.3. The remaining audit staff focused on provision of advice and guidance to management and officers across the Council and conclusion of the outstanding audit work from the 2019/20 programme. Some mandatory grant certifications were completed in line with requirements.

3.4.

Quarter Two July to September 2020

3.5. Internal Audit will begin to increase Covid19 assurance and core assurance activity alongside the provision of direct support. The PPE hub will continue to require some support but this will be on a reducing resource basis from September. The business grants payment activities for Internal Audit will focus on post payment assurance reviews and fraud/error investigations.

3.6. Focus in the quarter will include assurance over Covid-19 related risk and new processes introduced to allow for remote working and faster responses, in respect of payments, contract management, delegations and decision making.

3.7. Work will also include assurance review and audits in respect of recovery and transformation programmes, for example providing assurance over ways of working and planned changes to policies and processes, digital and ICT systems, financial planning and workforce development activity. We envisage this work continuing through the year and will include the roll out of Office 365, changes in information governance policies, finalisation of the Data Centre migration and other priority ICT programmes. Audit will liaise closely with project boards to gather assurance and to inform future work.

3.8. A review of all outstanding recommendations will be completed to assess risk exposure and the viability of implementation plans, given the scale of disruption presented by Covid19. This will be reported to SMT and Audit Committee.

Quarters Three and Four: October 2020 to March 2021

3.9. As well as ongoing recovery related assurance, the second half of the year will focus on audits of core systems of governance, risk management and control.

3.10. A key area of focus will be Adult and Children's Social Care where there is an agreed need to provide advice and assurance over the quality assurance frameworks, core processes such as supervision and use of the two main social care and care finance systems; Liquid Logic and Controcc. In these areas plans will also be coordinated through the Manchester Local Care Organisation and Manchester Health and Care Commissioning partnerships, to ensure appropriate system wide audit focus on key risks and avoid duplication with health audit teams. The aim is to finalise the approach to risk and assurance mapping in these areas, as well as for finance, ICT and schools, to help inform key stakeholders, including Audit Committee, as to the overall scope, coverage and outcomes of system wide audit and assurance activity.

4. Audit Plan 2020/21

4.1. The Internal Audit Plan is presented at Appendix 1. It includes some block allocations for areas where the scope of work is not currently fully defined and will be developed with management in year.

4.2. The plan contains different activities to reflect the work required in response to Covid19 and Council priorities. Whilst all audit work will be scoped to consider the context and implications of Covid19, there are some areas that relate to risks arising specifically as a result of the pandemic and are described separately.

Type of Assurance	Description
Covid-19 Direct Delivery	Operational support to new service provision: Incudes Personal Protective Equipment and aspects of business grants work. It does not constitute independent, audit work.
Covid-19 Assurance Support	Work that provides assurance but as an integral part of a new system or process – primarily business grants and rate relief and aspects of advice and guidance in the development of new systems and processes.
Covid-19 Audit and Assurance	More formal audit work that links to recovery priorities and key risks relating to Covid19 and includes: • Assurance Assessments • Developing Systems and Risk Based Audits • Formal Advice and Guidance
Covid-19 Counter Fraud and Irregularity	Counter fraud work directly linked to activities and programmes arising from the response to Covid19. Focused currently on business grants and rate reliefs
Core Audit and Assurance	Work focused on core strategies, systems and processes and includes: • System and Compliance Audits • Developing Systems and Risk Based Audits • Governance and Strategy Audits • Grants Certification.
Core Advice, Guidance & Support	Management Assurance Requests Attendance on working groups and boards
Core Counter Fraud, Irregularity	Proactive and reactive counter fraud and irregularity activities, including investigation of allegations of internal and external fraud and irregularity

4.3. The key outcomes of all audit work will be reported to SMT, Executive Members and Audit Committee. There are four levels of audit opinion in assurance reports: no, limited, reasonable, and substantial assurance. These are considered along with the organisational impact of the system or area under review (high, medium, low). Progress made in the implementation of recommendations from all types of audit activity will be regularly reported to SMT and Audit Committee.

Areas of work

4.4. The plan has been compiled to broadly reflect the senior management structure, Covid19 work and cross cutting areas as shown below.

	2020/21		2019/20	
Area	**Days**	**%**	**Days**	**%**
Covid-19 Direct Delivery	150	9	N/A	
Covid-19 Assurance Support	390	23		
Covid-19 Audit and Assurance	75	4		
Covid-19 Counter Fraud and Irregularity	50	3		
Children's Services and Education	100	6	231	10
Health and Care (Adults)	100	6	212	9
Corporate Core	115	7	219	10
Data, Information and Systems	50	3	108	5
Neighbourhoods; Growth and Strategic Dvt	60	4	198	9
Procurement, Contracts & Commissioning	70	4	197	8
Counter Fraud and Irregularity	183	11	677	30
2019/20 Completion	45	3	203	9
Follow Up, Advice and Guidance	150	9	217	10
Total Audit Time Booked to Audits	**1,538**		**2,262**	
Other Direct Audit Activity	139	8	292	11
Total Direct Audit Time	**1,677**		**2,554**	

5. Scale of Plan and Resources

5.1. The service has an approved establishment of 18 staff (excluding the Head and Deputy Head of Internal Audit and Risk Management). The team currently consists of 12 staff equating to ten FTE based on reduced hours arrangements in place. Resource availability is currently impacted by maternity leave. These factors present significant resource pressure for the year.

5.2. Usually external agency and specialist ICT audit resource would be used to supplement the in house provision as required. At this stage, given the nature of proposed work, much of which requires a thorough understanding of the current context and organisational arrangements, no additional resource is planned but this will be reviewed further as the year progresses. The total resources to be allocated to the management and delivery of direct audit work for 2020/21 based on current assumptions and capacity planning is 1,677 days.

5.3. This scale of plan is a short term proposal as the level of audit resource required for the Council has been assessed by the Head of Audit and Risk Management and the Deputy Chief Executive and City Treasurer as being c2500 days. It is this scale of resource that is being proposed in the service structure which will be finalised for formal consultation in August, pending decisions on cost savings that will be required to achieve a balanced Council budget.

6. Recommendations

6.1. Members are requested to review and approve the Annual Internal Audit Plan for 2020/21.

Appendix 1 **Audits in 2020/21 Internal Audit Plan**

Area and Allocation	Audit Title	Audit Type	IA Risk Assess	Audit input or assurance to be obtained	Q1	Q2	Q3	Q4
Covid19	Personal Protective Equipment (PPE) Hub	Covid19 Direct Delivery	High	Crisis response: Logistics, stock and distribution. Recovery response: Logistics, stock and distribution	x	x	x	x
	PPE Finance Reconciliations, Reporting and Recharging	Covid19 Direct Delivery	High	Production of financial reconciliations and recharges		x		
	Small Business Rate relief / Retail Hospitality Grants Process Design	Covid19 Direct Delivery	High	Support in design of processes and controls for schemes	x			
	Small Business Rate relief Retail Hospitality Grants Discretionary Business Grants	Covid-19 Assurance Support	High	Prepayment assurance and verification checks with Revenue and Benefits team	x	x		
	Assurance: Business Grants: Post Payment checks	Covid-19 Assurance Support	High	Post payment checks to inform verification of payments		x	x	
	Counter Fraud: Business Grants Fraud and Error Investigations	Covid-19 Counter Fraud and Irregularity	High	Investigations into potentially fraudulent claims and payments		x	x	x

Area and Allocation	Audit Title	Audit Type	IA Risk Assess	Audit input or assurance to be obtained	Q1	Q2	Q3	Q4
	Recovery work streams and projects	Covid-19 Audit and Assurance	High	Audit assurance and support for core recovery programmes with scopes to be developed as needed. Likely to focus on outcomes of the 'Future of the Council' work stream but may also include activity relating to the 'Economy' and 'Residents and Community' work streams. Health and Social Care included in audits and partnership block allocation below.		x	x	x
	Budget review and Medium Term Financial Strategy	Covid-19 Audit and Assurance	High	Assurance over the approach to the review of budget planning and modelling to achieve a balanced budget 2020/21 and 2021/22.		x		
	Officer Decision Making	Covid-19 Audit and Assurance	High	Assurance over the approach to delegations and decision making during the Covid19 Crisis response.		x	x	
	Hospital Discharges	Covid-19 Audit and Assurance	High	Review of new framework for hospital discharges in light of Covid impact preparations		x		
	Supplier Relief Arrangements	Covid-19 Audit and Assurance	Medium	Assess completeness and accuracy of the supplier relief records maintained.		x		
	Use of Contract Extensions and Waivers	Covid-19 Audit and Assurance	High	Assurance over the effectiveness of contract planning, the waiver process and use of contract extensions – with a focus on the first quarter 2020/21		x		
Counter Fraud and Irregularity	Counter Fraud Awareness	Proactive	Medium	Delivery of DMT briefing and awareness sessions		x	x	

Area and Allocation	Audit Title	Audit Type	IA Risk Assess	Audit input or assurance to be obtained	Q1	Q2	Q3	Q4
	National Fraud Initiative (NFI)	Proactive and Probity	High	Co-ordination and facilitation of the Council's response to the NFI including data collation, review of matches and action to address anomalies.			x	x
	Reactive Counter Fraud Investigations	Reactive	High	Block to address referred work and deliver investigations. This includes referrals primarily in respect of: • Corporate fraud, irregularity & error • Housing Tenancy Fraud • Right to Buy Fraud • Council Tax Reduction Scheme fraud • Non Domestic Rates.			x	x
Corporate Core	Annual Governance Statement / Register of Significant Partnerships	Advice and Guidance	Medium	Review and support for the refresh of the processes for the compilation of the AGS and the mechanisms for the governance review of significant partnerships.	x		x	
	Climate Change Response	Advice and Guidance	Medium	Support refresh and reframe of governance arrangements; contracts and key performance indicators.			x	
	Core Financial Systems	Core Audit and Assurance	Mandatory	Delivery of programme of ongoing assurance over the effectiveness of the Council's core financial systems starting with risk and assurance mapping to inform assurance needs.		x		

Area and Allocation	Audit Title	Audit Type	IA Risk Assess	Audit input or assurance to be obtained	Q1	Q2	Q3	Q4
	Our Town Hall	Core Audit and Assurance	High	To provide project assurance and advice and guidance on a risk basis over the Our Town Hall project. This is likely to focus on include contract management and delivery of work packages.			x	
	Grant Certifications	Core Audit and Assurance	Mandatory	Certification of grant returns for accuracy and completeness including: • Urbact C-Change (EU funding) • URBACT Zero Carbon Cities (ZCC) • ABCitiEs		x	x	x
	Loans and Grants: Due Diligence	Core Audit and Assurance	Medium	Assurance over arrangements for approval and monitoring of loans and repayments				x
Data, Information and Systems	ICT Audit	Core Audit and Assurance Advice and Guidance	Medium	Block - Scope to be informed with an ICT assurance map refresh and likely to include assurance over: • Payment Card Industry (PCI DSS) compliance • Liquid Logic Implementation • Data Centre Programme Support • Office 365 roll out • Cyber Incident management • Cyber Security Follow up Audit • Asset Control and End User Devices		x	x	x

Area and Allocation	Audit Title	Audit Type	IA Risk Assess	Audit input or assurance to be obtained	Q1	Q2	Q3	Q4
	Early Years and Education System implementation (EYES)	Core Audit and Assurance	Medium	Developing system review to assure progress toward implementation and business continuity.		x		
	GDPR: Data Protection Impact Assessments	Core Audit and Assurance	Medium	Follow up of limited assurance opinion to confirm implementation action.				x
Adult Services	Integrated Neighbourhood Teams (MLCO)	Core Audit and Assurance	High	Assurance over the development of integrated neighbourhood delivery teams in line with expectations and in support of the discharge of statutory duties.				x
	Health and Care Commissioning including MHCC	Core Audit and Assurance	High	Assurance over the developing commissioning arrangements for health and social care. Strategy and operational arrangements between MCC, MHCC and MLCO.				x
	Health and Social Care Governance (MHCC)	Core Audit and Assurance	Medium	Review of changing governance arrangements for MCC, MHCC and MLCO.			x	
	Health and Social Care assurance framework	Core Audit and Assurance	Medium	Assurance map for the arrangements in place across Health and Social Care.			x	
	Strength Based Approach	Core Audit and Assurance	High	Review of progress and impact of strength based approach as fundamental building block within service improvement.		x		
	Mental Health Casework	Core Audit and Assurance	High	Assurance over the impact of embedding changes to the system following a limited assurance opinion in				x

Area and Allocation	Audit Title	Audit Type	IA Risk Assess	Audit input or assurance to be obtained	Q1	Q2	Q3	Q4
				2018/19 and follow up audit in 2019/20. Joint work with health audit.				
	Adults Services Quality Assurance Framework (QAF)	Core Audit and Assurance	High	Assurance over the QAF and impact on casework improvement			x	
	Adults Supervisions and Management oversight	Core Audit and Assurance	High	Follow Up Audit: To confirm progress to implementation of recommendations made in 2019/20.			x	
Children's Services	Children's Quality Assurance Framework (QAF)	Core Audit and Assurance	High	Assurance over the QAF as core aspect of the service delivery model and assurance over statutory duties			x	
	Children's Services Management and Oversight and Supervisions	Core Audit and Assurance	High	Effectiveness of the arrangements in place for supervision of social work.			x	
	Planning for Permanence	Core Audit and Assurance	High	Assurance over the application of core process for planning for permanence.			x	
Education, Skills and Schools	Financial Health Checks	Core Audit and Assurance	Medium	Annual programme of school financial health checks focused on financial systems of governance and control.	x	x	x	x
	Education Services Assurance	Core Audit and Assurance	High	Block allocation to provide assurance on aspects of education services which may include Safer Recruitment; SEND Local Offer; Educational Health Care Plans (EHC); and Children Missing from Education, based on assessment of risk.			x	

Area and Allocation	Audit Title	Audit Type	IA Risk Assess	Audit input or assurance to be obtained	Q1	Q2	Q3	Q4
Procurement, Contracts and Commissioning (PCC)	Factory Project	Core Audit and Assurance	High	To provide project assurance and advice and guidance on a risk basis over Factory projects				x
	Contract Management	Core Audit and Assurance	High	Block allocation of reviews to provide assurance over fundamental aspects of contract management including contract governance, cost control and performance management for a sample of contracts.		x	x	x
Growth and Development	Governance and management of major projects	Core Audit and Assurance	High	Review of effectiveness of arrangements for the management of major capital projects including governance, risk assessment, decision making and reporting.			x	
	Disabled Facilities Grant	Core Audit and Assurance	Mandatory	Grant certification on the spend of the Disabled Facilities Grant.				x
	Northern Gateway	Core Audit and Assurance	High	Assurance over the governance arrangements for the Northern gateway project.			x	
	Civic Quarter Heat Network (CQHN)	Advice and Guidance	High	Risk assessment over the CQHN project, to inform potential future audit work.		x		
	Northward Housing (ALMO)	Advice and Guidance	High	Assurance over the proposals and timescales for decision and action in respect of the future arrangements for Northwards Housing ALMO.		x		
Neighbourhoods	Highways Programme and Project Assurance	Core Audit and Assurance	Medium	Follow up audit to review of progress to address risk following Highways Assurance review 2019/20				x

Area and Allocation	Audit Title	Audit Type	IA Risk Assess	Audit input or assurance to be obtained	Q1	Q2	Q3	Q4
	Highway Grant Certifications	Core Audit and Assurance	`Mandatory	Annual certification of grants compliance based on identified need.			x	
	GMCA - Growth Deal	Core Audit and Assurance	Mandatory	Assurance over grants received and spent			x	
Follow Up – Recommendation reviews and assessment						x		x
External Clients - Schools and Academies – Fee Paying Health checks						x		x
2019/20 Completion					x			

Manchester City Council
Report for Information

Report to: Audit Committee - 28 July 2020

Subject: Annual Assurance Opinion and Report

Report of: Head of Audit and Risk Management

Summary

The Internal Audit Section delivers an annual programme of audit work designed to raise standards of governance, risk management and internal control across the Council. In accordance with Public Sector Internal Audit Standard 2450 this work is required to culminate in "an annual internal audit opinion and report that can be used by the organisation to inform its governance statement. The annual internal audit opinion must conclude on the overall adequacy and effectiveness of the organisation's framework of governance, risk management and control."

This report provides Members with the Head of Audit and Risk Management's annual assurance opinion and report on the Council's system of governance, risk management and internal control.

Recommendations

Audit Committee is requested to consider and comment on the Head of Audit and Risk Management Annual Assurance Opinion and Report 2019/2020.

Wards Affected: All

Contact Officers:

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Background documents (available for public inspection): The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to four years after the date of the meeting. If you would like a copy, please contact one of the contact officers above.

- Internal Audit Plan 2019/20
- Internal Audit Quarterly Assurance progress reports 2019/20

1. Introduction

1.1 This report provides the annual opinion of the Head of Audit and Risk Management's with a summary outturn of the work of the Internal Audit Section for the 12 months April 2019 to March 2020. Quarterly updates on progress, including assurance opinions and executive summaries of reports, have been provided to Audit Committee during the year.

2. Overall Opinion

2.1 This audit opinion focuses on the year to March 2020; however, it was evident in the last six weeks of the year that there would be likely significant implications for the UK in relation to the Coronavirus (Covid19) outbreak. Planning was undertaken across the Council and with partners in anticipation of potential impacts and whilst this report is not intended to provide an assurance assessment of the incident response and planned recovery activity in the current year, it would be remiss not to acknowledge and provide a high level commentary on the Council response to these unprecedented events.

2.2 The Council's response to Covid19 has been led by the Executive and the Senior Management Team. This has included the critical role of the Director of Public Health and his team. There have been strong and effective links across partnerships within the City, across Greater Manchester (GM) and national levels including regular engagement with Public Health England, NHS and National Government to ensure an effective response to Covid19. This has built successfully on existing relationships and structures and has enabled the Council to respond effectively to key policy and clinical developments. Incident management structures have supported a coordinated response and focused actions at GM and local level, with Chief Officers leading an Incident Management Team from February to ensure relevant services and stakeholders were engaged in planning and supporting the Council and Citywide response.

2.3 In terms of governance, risk management and control, there has had to be deviation from business as usual approaches in a wide range of areas including staffing, buildings and premises; policies and procedures; procurement; financial management; and decision-making. These variations have been managed through professional service leads, the incident management arrangements and officer and Member leadership structures. Internal Audit has been involved in a number of these, through the engagement of the Head of Audit and Risk Management in the Incident Management Team; direct service engagement in a number of key areas including support to the provision of Personal Protective Equipment; assurance on business rates relief and grant payments; and through the provision of advice and support on required changes to systems of risk management, governance and control.

2.4 In terms of the year to March 2020, the Head of Audit and Risk Management can provide **moderate** assurance that the Council's governance, risk and control framework is generally sound and operated reasonably consistently in the year. This is the same opinion as issued in the previous three years and reflects that overall governance, financial management arrangements and core systems and processes within the Council remain effective.

2.5 There are notable strengths in some areas and there have been improvements in some key systems however there have also been issues confirmed as a result of audit work that resulted in limited levels of assurance. The key governance, risk and internal control strengths and issues of which the Head of Audit and Risk Management was made aware during the year and those affecting the overall opinion are described below.

Context

2.6 Change is a constant across local government, across the City and Greater Manchester, effecting policies, operations and the expectations of citizens. There are significant programmes of transformation in progress within the Council to redesign how services can be delivered more effectively in future and how citizens engage digitally with the Council. These include the Our Transformation programme, Service Improvement Plan in Adults Services and ongoing work to sustain and embed change within Children's Services. This change work is now encompassed within the broader Recovery workstreams developed in response to the impacts of Covid19.

2.7 Services have been successfully delivered through a period of continued fiscal pressure and political uncertainty, including EU Exit planning and the impact of Covid19. Spending on Adult Social Care and Children Services continues to increase beyond budget expectations. In addition, the Council had to plan and deliver a winter General Election, and in July 2019, it declared a climate emergency and announced its ambition to be a zero carbon City by 2038.

2.8 The senior leadership structure is well established and was strengthened in year by the appointment to positions In Adults Services, the posts of the Directors of ICT and Human Resources, and more recently a new Strategic Director for Growth and Development. The leadership teams in directorates have had a year of relative stability enabling a sustained focus on areas for further development and improvement.

2.9 The Council continues its journey to being a 'world-class city by 2025'. This means investment to become a truly digitally enabled organisation, promoting partnership working and further development of innovative and effective approaches to service delivery. As part of this programme there is a clear roadmap for updating technology infrastructure including redesign of the intranet, modernising telephony and rolling out new ICT devices to staff. Investment is underway in new networks and the utilisation of twin data centres that will be more proficient and resilient; and the move to a new software platform (Office 365) to enable a more effective approach to remote working and collaboration.

2.10 As expected with major IT development projects, there have been some delays arising from the competing priority to focus resources on maintenance of critical business as usual services – especially when service demand increased due to the pandemic and a large proportion of staff working flexibly away from the office. The scale of demand for ICT enabled change remains substantial and the need for clear and sustained focus on core priorities remains a challenge. The ICT Board and Capital Strategy Board continue to oversee delivery and investment in ICT and delivery of the IT Strategy 2020-25.

2.11 The financial savings requirements of a reduced budget remains a critical challenge across the public sector year on year; and this is particularly acute in local government and for Core Cities. The impact of continued austerity on the Council is managed through robust governance and financial management arrangements; however this remains a fundamental risk to the achievement of Council ambitions and key priorities, critically exacerbated as a consequence of Covid19 as a result of increased, unanticipated expenditure coupled with substantial loss of income and the wider implications of economic downturn.

2.12 From March 2020 there were significant business continuity issues being managed resulting from Covid19 with significant consequences for budgets; resource deployment; and service delivery. The immediate incident management response was effective, including the process and the structured governance arrangements established at short notice to support decision-making. Decisions were taken at senior officer and Member level, to maintain critical services and respond effectively to the crisis. From involvement in these arrangements and from awareness of key changes that had to be made to respond to Covid19, Internal Audit can provide positive assurance that appropriate and timely steps were taken to enable an effective response. Incident management has since evolved into recovery planning with clear and robust strategies in place to respond to the short, medium and long-term implications of the pandemic. Internal Audit have proposed an audit plan designed to provide further assurance in these areas for 2020/21.

Strengths

2.13 Whilst audit work has identified and confirmed issues and areas for improvement in a number of services, there are core strengths in systems of governance, risk management and control that have remained across the organisation and been further developed in 2019/20. Many of these are reflected in the Annual Governance Statement that is informed by a range of sources including the work of Internal Audit.

2.14 The Council's strategic objectives and priorities continue to be set through a clearly defined process that remains robust. They are aligned with the strategic aims set out in the Our Manchester strategy and are underpinned by a clear programme of officer engagement and communication, to ensure that all officers understand how their individual contribution impacts. Officers are supported and developed through the Our People approach and robust processes link priorities with business objectives, budgets and workforce planning and are governed by timely and appropriate layers of officer and Member challenge and scrutiny.

2.15 Our Corporate Plan was published in 2019/20 and articulates the seven key Council priorities and was updated to reflect the Climate Change Emergency declared in July 2019. The plan and the Our Manchester Strategy are subject to ongoing review and revision, which includes learning and review of priorities emerging from the current Covid19 Recovery programme.

2.16 Council performance is monitored and reported through a clear framework of officer and Member governance arrangements including defined structures, decision-making responsibility, oversight and scrutiny that are used to highlight areas of strength and areas for further development, investment or disinvestment. This provides early warning of key risks for example through a process of robust, timely budget monitoring. The Code of Governance clearly defines requirements and conformance is assessed through a well-embedded and comprehensive Annual Governance Statement process.

2.17 The Council's risk management process continues to support management in identifying and mitigating risks. Work to strengthen and embed risk management processes continued in year though there was further work still required to ensure greater consistency across the organisation. As part of the preparation to formulate the 2020/21 audit plan, the Audit Committee engaged in a horizon scanning exercise to explore potential organisational risk, appetite, alternative sources of assurance and how to optimize the deployment of audit resource.

2.18 Positive action continued to strengthen the control environment in Children's Services; reducing risk exposure in a number of areas. It is acknowledged that work is still progressing and financial pressures remain, however improvement is supported by strong governance arrangements that engage officers, Members and key partners in review and critical decision making.

2.19 Action to address improvements in Adult Services included the appointment of the Deputy Director for Adults Social Services and three Assistant Directors to drive change. The Adults Improvement Plan provides a structure for monitoring and managing service wide improvement activity to address critical risk areas and is informed by audit work and other sources of assurance and intelligence. Whilst there is significant work still to do in strengthening operations and controls through work streams targeted in critical risk areas this is being actively managed by the Strategic Director and senior managers, with active involvement and oversight from SMT, the Executive, partnership boards, Scrutiny and Audit Committee.

2.20 There has been further development of integration and partnership governance across Manchester Health and Care Commissioning (MHCC) and Manchester Local Care Organisation (MLCO) to support the ambition of a system wide approach to health and care and this work remains high priority in 2020/21. This requires effective cooperation and coordination between partners and clearly remains a strategic priority and area of ongoing focus.

2.21 2019/20 also saw the development of the Our Transformation programme which incorporates many of the organisational change activities planned to develop Our People; governance and accountability frameworks; technology enabled change; and ways of working. This programme includes representation from across all Council directorates and from partners with the aim of driving further efficiency and effectiveness in how services and systems are operated.

2.22 The ambitious developments across the Council continued apace in key areas including the Our Town Hall and Factory projects; strategic development, housing and regeneration projects; and highways investment. These developments are subject to robust scrutiny and a strong Gateway approval process for funding and approval that ensures appropriate milestones have been met before programmes and projects can progress through agreed checkpoints

2.23 Core financial systems remained robust with a comprehensive, integrated budget and business planning process that was subject to high levels of challenge, review and scrutiny. The 2019/20 and 2020/21 budgets were underpinned by detailed scenario planning considering the impact of potential changes in income streams including Council Tax and Business Rates as well as wider demographic, inflationary and service pressures. This enabled prudent, focused investment in areas that support the delivery of key Council priorities. This same rigour is now being applied to an in year refresh of the 2020/21 and 2021/22 budget forecasts.

2.24 There has been positive progress in strengthening ICT security, aspects of ICT resilience and delivery of a number of ICT projects and programmes. There were no major security incidents in year that caused serious disruption to ICT service provision and this reflects assurances obtained from third parties over the security and resilience of core infrastructure as follows:

- The Council was ranked as highly resilient (green) based on a ‘Cyber Defence stock take’ return to Cabinet Office. A key factor in this was the cyber security training provided to senior officers and rolled out to all staff as an on-line learning course in the year, which has helped drive further awareness of how to minimise cyber and information security risks.
- Public Service Network (PSN) accreditation 2020 and Payment Card Industry (PCI) compliance work was progressing as planned, with regular updates provided to the Cabinet Office on progress in penetration test issue resolution and agreement of the latest PSN submission in year.

2.25 The scale and pace of transformation and change is encouraging but introduces additional risk to the control environment. Internal Audit are engaged in a number of project and programmes, through attendance at various boards, and the provision of ad hoc advice and guidance, for example on Data Centre migration, procurement of a new Information Governance system and migration to Office 365.

2.26 There remains strong senior leadership ambition with a clear focus on key priorities, however there is a need to ensure capability and capacity to fully support the breadth of current and planned priorities, especially in light of the impacts of Covid19. Bheard surveys for all officers and workforce engagement activities continue to be effective to develop workforce planning strategies and adaptations have been made to ways of working to support greater focus and appropriate flexibility. These are being reviewed further based on Bheard 2019 results and a more recent staff survey (related to Covid 19) and lessons learned work; to inform ways of working as part of the Our Transformation and Future Council work.

Issues Arising from Audit Work

2.27 Audit work in the year did not result in the issue of any ‘No Assurance’ opinions. Eleven ‘Limited Assurance’ opinions were reported, where there were significant concerns about the system of internal control or an absence of controls that could put the process or system objectives at risk; where urgent improvement is required. Of these opinions:

- Seven related to the 2019/20 audit plan and four related to completion work from 2018/19.
- Six related to work in Adults Services where, as part of audit planning, management had sought audit input and review in areas that were known to present risks and areas of concern.
- Four related to systems of governance and control within schools.

2.28 These eleven reports are shown below alongside limited or no assurance opinions issued in the previous three years.

Limited or No Assurance Opinions			
2019/20	**2018/19**	**2017/18**	**2016/17**
Adults: Deprivation of Liberties Safeguards	Adults: Management Oversight and Supervision	Adults: Transition to Adulthood	Adults: Independent Living Fund
Adults: Floating Support – Support to Homeless Citizens in Temporary Accommodation	Adults: Mental Health Casework Compliance	Adults: Contract Management: Homecare	Childrens: Foster Care Payments
Adults: Mental Health Casework Compliance	Adults, Childrens and ICT: Liquidlogic and ContrOCC (Data Migration and User Acceptance Testing)	Adults: Disability Supported Accommodation Services, Quality Assurance Framework	Childrens: North West Foster Care Framework – Contract Monitoring
Adults: Manchester Local Care Organisation Governance	Childrens: MASH Follow Up Audit	Adults: Client Financial Services Appointee Support - Cash Delivery	Childrens: Management Assurance over Casework Management – Supervisions
Adults: Safeguarding	Childrens: Early Years 30 Hours	Childrens: MASH Compliance Audit	Schools: Attendance

Limited or No Assurance Opinions			
2019/20	**2018/19**	**2017/18**	**2016/17**
Casework Management	Funding		Data: Thematic Audit
Adults: Disability Service Supported Accommodation: High Needs Decision Making	Contracts: Insurance Arrangements	Contracts: Contract Creation and Formalisation	Schools: Cash Handling: Thematic Audit
Core: Data Privacy Impact Assessments	Contracts: Whistleblowing Arrangements	ICT : Mobile Connections – Data Analysis	Neighbourhoods: Christmas Markets – Financial and Management Overview
Schools: St Margaret's Primary School	Contracts: Frameworks Contract Governance – Overall Report	ICT: Disaster Recovery	Neighbourhoods: Highways Maintenance Review (*No Assurance*)
Schools: Benchhill Primary School	Contracts: Highways Framework		
Schools: Lily Lane Primary School	Contracts: Taxi Framework		
Schools: St Matthews High School			

2.29 The recommendations in limited opinion reports are designated as critical or major to reflect the level of risk and action plans are agreed with management. Progress to implementation is reported to SMT, Executive Members and Audit Committee on a regular basis to enable scrutiny and challenge, with senior officers and Executive Members required to attend Audit Committee to update on actions being taken to address risks. In 2019/20 this included updates from Children's and Adults Services in areas where limited opinions had been issued but where action to implement recommendations was taking longer than originally planned.

3 Audit Plan Delivery

3.1 Assurance activity and counter fraud work inform the annual audit opinion along with other sources of assurance. The table below provides a summary of audit activity in 2019/20 based on the approved audit plan and subsequent amendments, which were agreed in the year. Outputs include audit reports, management letters and advice and guidance as well as support to management on service improvement.

3.2 The analysis excludes most of the general advice and guidance provided to the business and involvement in working groups and projects, as these are not usually captured in formal reports. Figures include completion of brought forward work as agreed with managers. The outcomes of audit work were shared with senior officers and Audit Committee during the year and a summary of key assurance is provided at section 4 below.

3.3 A number of changes in year, which were reported to Audit Committee, impacted the delivery of the Annual Audit Plan. Specifically these were:

- Resource and timing requirements to complete a number of audits from the 2018/19 audit plan which were beyond assumptions made in the development of the 2019/20 plan. In total 25 audits from the 2018/19 plan were finalised in the year.
- Requests for additional ad hoc audit support on specific issues that were considered high risk and reallocation of resources to other work led to audits being curtailed or delayed.
- Reduction in available resource including four resignations at Lead Auditor and Senior Auditor grade. These posts were not back filled with permanent post holders pending service restructure and this remains a key risk and focus for the Service.

3.4 The impact of reduced audit resources and requests for new risk based work as well as some requests for time and scope changes led to a revision of the audit plan and an agreement to defer, cancel, and re-scope 20 audits during the year. Details are listed in the status table at Appendix One.

3.5 In quarter four the plan was further impacted by the need for the service and directorates to respond to Covid19. As a result audits and discovery reviews had to be deferred, cancelled or curtailed as follows:

- Children's Services: Safer Recruitment. This audit was cancelled after the initial planning stage because there was no access to schools to carry out testing from March 2020.
- Children's Services: Special Education Needs and Disability. The audit was deferred, initially for a further review of proposed scope and then subsequently based on client resource availability. A decision will be taken whether the work will be completed in two parts in 2020/21 including the local offer and SEND services.
- Children's Services: SATs Quality Assurance Framework. There was significant work done in relation to the issues raised in year and the audit was deferred as a reasonable level of assurance was available from the work carried out by management.
- Adult Services: Homelessness – Front Door Access. The review was cancelled due to resourcing constraints given demands on the Service.
- Adult Services: Mental Health Panels. The audit was deferred at

request of management, as there has been challenges in the implementation systems requiring some work arounds. It was considered more appropriate to examine the system in 2020/21 when permanent solutions have been put in place.

- Adults Services: Management Oversight and Supervisions Follow up. The audit was deferred as recommendations are not yet all due and implementation action remains on going.
- Corporate Core: Income Other (SAP). Resource was redirected to other work from this audit after feasibility and scoping was completed. It is proposed to revisit this in 2020/21.
- Corporate Core: Capital Project Management was assessed as low risk and cancelled due to reduced resources available for audit work.
- Corporate Core: Officer Decision Making. This review was deferred as there was insufficient resource to complete in quarter four. There is a review focused on Covid19 decision making in the plan for 2020/21
- Neighbourhoods: Approach to recycling; Growth and Strategic Development: Management of Major Housing Developments; and Work and Skills Discovery. The reviews were cancelled or deferred to 2020/21 as there was insufficient resourcing available with the proposed audit resource redeployed to develop the Covid19 PPE Hub.
- Procurement, Contracts and Commissioning: Contract Management in Adult Residential Services. Deferred audit based on resources being diverted to other work and the need to clarify the scope of work.
- Manchester Support for Independent Living audit activity was delayed with emerging findings now provided to the Head of Service for discussion with the MSIL board as part of the service improvement review. This will be finalised as a report in August 2020.

3.6 Due to the combined effect of the impacts above, 106 reports were issued in 2019/20 as follows:

Audit Status	**Audit Plan Outputs**	**Additional / Contingency Items**	**Completion from 2018/19**
Final Report Issued	75	7	25
Draft Report Issued	3		
Fieldwork Completed	0		
Fieldwork Started	0		
Planned	0		
Total	**78**	**7**	**25**
Cancelled / Deferred /Rescoped	40		

3.7 Three draft reports are still awaiting management responses before they can be issued as final. Some delay had already been experienced in finalising work and this was compounded further by the Covid-19 pandemic; as priorities were re-assessed and clients and members of the audit team were required to respond to business critical issues.

3.8 The sections below describe key assurances and issues arising from the annual audit plan for 2019/20. Details have been included in reports to Audit Committee in year and the status of all audit work is shown at Appendix One for completeness.

4 Children's Services

4.1 Children's Services continued to embed significant service changes as designed in year to strengthen service provision. Audit work confirmed that some key service areas including adoptions and planning for permanence were operating as intended. However there were some areas of concern generated by the introduction of new systems LiquidLogic and ContrOCC, for social care management and financial payments.

4.2 The implementation of new systems was a key focus for Children's, as well as Adults and Finance, impacting how social care services are managed and recorded as well as how payments are made. This was a significant change in technology but critically it also involved substantial change in business processes and new ways of working. Although the system went live in July 2019, the new systems remained in transition, with aspects of business readiness and other changes to be finalised. There have been significant efforts made to implement and embed processes including system access and privileges, data transfer and training for officers. However there have been major challenges in effective implementation which has had a significant impact on arrangements for supplier payments and a need for substantial workarounds to be implemented and changes developed to address the root cause of issues. There are current programmes of work in Childrens and Adults Services aimed at resolving these matters to ensure effective processes for recording placements and packages of care and enable payments to be made on all outstanding invoices and in clarifying the process flows and defined roles. This is likely to remain an area of focus for at least three months.

4.3 A lessons learned review was completed following the decommissioning of the Leaving Care contract and development of in-house service provision. This work was completed to inform an assessment of the approach to decommissioning and to assess whether processes and procedures were sufficient to support the required actions when contracts are exited. It acknowledged that substantial work was undertaken to deliver the project in short timescales and did not identify any significant concerns. Suggestions to further develop organisational guidance and clarify roles and responsibilities are being taken forward by the Integrated Commissioning and Children's Services Commissioning teams who recognise the value of strengthening the Council's overarching approach to decommissioning.

4.4 Reasonable assurance was provided over the implementation of the system for Planning for Permanence for looked after children in line with legislation and policy. The revised policy was clear and articulated the steps required to ensure appropriate permanence planning. It had been cascaded to localities and there was evidence that the policy and the expectations of staff were understood. There was more work to do however as elements of the policy, in particular the Permanence Planning Meetings, were not all being undertaken in line with requirements and there was limited evidence recorded of these meetings taking place.

Education

4.5 Internal Audit carried out a range of financial health checks in 14 schools and some fee-paying audits, which were requested by schools seeking independent assurance.

4.6 The audits provided a range of opinions from limited to substantial depending on specific issues arising and were reported to Governors and Head Teachers to consider actions. The impact of the small number of limited opinions on the overall Council assurance opinion is low. However there is concern that while some schools remain exemplars of best practice there are a number who have control and governance weaknesses, that often mirror issues reported from previous years in other schools despite clear guidance and advice available. Key actions recommended included the need for improved controls around expenditure and income, particularly control of cash and compliance with procurement rules described in Financial Regulations and the Scheme of Financial Delegation. Key themes arising from the audits and lessons learned are summarised in a report for the Director of Education and learning outcomes will be shared with all schools and their governors for information.

4.7 Advice and guidance was provided to the Director of Education in relation to the Home to School Transport Appeals policy following a recommendation from the Local Government Ombudsman (LGO) for an independent review to confirm that Council procedures were fully aligned to statutory guidance. We concluded that while there were no significant gaps in the Council's procedures there was a need to refresh guidance in line with statutory guidance.

4.8 Assurance and support was provided on the route allocation process used for social transport that confirmed the current process was accurate but there was significant scope for improved efficiency and automation. This was informed by the designed an excel workbook by Internal Audit which will reduce staff time in completing large route allocation exercises and provide a robust audit trail of the decision making involved.

5 Adults Services

5.1 Adult Services continued to face the challenge of effective and large scale integration of services across health and social care working closely with partners to establish new structures, roles and decision making / accountability frameworks. This remains work in progress with strategic leadership for the Council being provided by the Executive Member and the Executive Director of Adult Social Services.

5.2 Concerns arising from the Directorate self-assessment of strengths and weaknesses and limited audit opinions in the last few years are captured within the Adults Service Improvement Plan. Progress on the key actions continued to be appropriately monitored by the Directorate Leadership Team, SMT, Partnership Boards, Executive and Scrutiny and Audit Committees and as such there is clear evidence of oversight. Delivery continued in year with a series of projects focused on key areas of business risk and these are at varying stages of completion. There remain a number of recognised challenges in delivering change and senior leadership capacity has been strengthened to support this. A reasonable assurance was provided that the governance framework, including the Improvement Board, work streams, monitoring and challenge arrangements, should effectively support delivery while recognising that there is a significant amount of work still to do. Three significant recommendations were made, seeking to strengthen and ensure consistency of approach and management recognise the need to maintain momentum in critical areas.

5.3 Following the Executive Director's progress report to Audit Committee it was agreed to more clearly link changes planned through the Service Improvement Plan to outstanding audit recommendations to provide assurance that key risks were being addressed. This and the mapping of assurance over functions delivered through the Manchester Health Care Commissioning (MHCC) and Manchester Local Care Organisation (MLCO) partnerships remains a core focus for audit in 2020/21. The impact of Covid19 subsequently led to a pause in most aspects of the formal governance arrangements and delivery of the Adults Improvement Plan and it is expected that this will be reassessed and reframed as part the Council's recovery plans.

5.4 Substantial assurance over the MHCC Financial Framework Compliance demonstrated progress made. There was only one recommendation regarding the content of the financial reports which go to the MHCC Finance Committee and Board to ensure that they include all of the information which the Framework defined as 'integral' to reporting requirements.

5.5 There was limited assurance that the governance arrangements between the Council and the MLCO partnership were operating effectively in line with the partnering agreement and supporting delivery of key objectives. This was due to the need to simplify governance and accountability arrangements, improve clarity and efficiency of reporting lines and define clear roles and responsibilities for the discharge of key functions and accountabilities. These issues are recognised within the Council and by partners. The audit provided a basis and framework for focused engagement and discussion. The Director of Policy, Performance and Reform has since led a number of workshops with partnership colleagues to explore how the governance could be streamlined and developed to be more effective in future and this work is ongoing. Other work is already under way to address some of the issues raised such as revising committee terms of reference and membership, updating the agreements and simplifying performance metrics.

5.6 The need to reflect on lessons learned as a result of Covid19 and how partnership arrangements responded and could be developed across the health and social care system is the subject of a system wide review, the outcomes of which will be shared with Internal Audit to inform planning requirements in this area for 2020/21.

5.7 An audit of Deprivation of Liberty Safeguards (DoLS) resulted in limited assurance that the Council was appropriately discharging its responsibilities for

DoLS Urgent and Standard Authorisations. Assessments were often completed significantly outside the timescales required by statute and although referrals were screened and prioritized for allocation there were significant delays in assessments for low priority cases and an absence of DoLS reviews being undertaken in some areas to ensure that decisions taken remained valid and appropriate. A follow up review concluded that there had been significant progress made to address the risks however the system of control will be impacted on by a change in legislation in the coming year with a new system put in place and challenges remain in ensuring that requirements can be met.

5.8 Support to Homeless Citizens in Temporary (Dispersed) Accommodation, known as Floating Support, received limited assurance because of lack of shared and consistent processes and inconsistency in the understanding and discharge of roles and responsibilities. Practices adopted across the floating support teams were varied leading to differences in the support provided to citizens. These findings were consistent with a service that had grown and evolved rapidly to respond to increasing demand. Management accepted the recommendations and are implementing actions to improve arrangements.

5.9 A follow up audit on the limited assurance opinion in Disability Supported Accommodation Services (DSAS) Quality Assurance Framework concluded that actions taken to date had not addressed risk. Specifically work was still required to develop an approach to the effective audit of DSAS properties and to ensure a consistent, standardised assurance programme based on risk which could be integrated with the Adults Quality Assurance programme. In addition, at management request, a review was carried out to provide insight into the significant budget pressures in the in-house DSAS. There was limited assurance obtained over procedures and the authorisation of decisions to provide additional hours to meet citizen needs. While services were provided and citizens were not at risk there were limited records to demonstrate control over provision. As the budget had remained static for a number of years and there was a heavy reliance on agency workers for the additional care it was inevitable that there was a gap between budget and spend. Audit also noted there were risks of error and omission in budgets and we support the ongoing work to review and validate each care package and the costs involved. Further work by management is expected on this area and we are working with them on an agreed action plan.

5.10 Follow up of the limited assurance in Mental Health Casework Compliance confirmed that actions had been delivered on transparency of the system; annual review of care packages; control over protection plan reviews; and had partially addressed issues around timeliness of manager approvals and conclusion of safeguarding referrals. However there was still action outstanding to ensure that timescales were met in line with policy to ensure effective delivery of the delegated statutory social care functions by the Greater Manchester Mental Health Trust. There were a range of actions underway within the Trust to address issues prior to the audit and it is expected that following these changes having been made, the position in 2020/21 will be much improved.

5.11 A safeguarding audit, which is still at draft stage, confirmed that while there was no evidence that any citizen's safety had been compromised there was limited assurance over consistent evidencing of management and control over actions taken for safeguarding referrals. The audit highlighted actions required to improve recording of the initial screening of reported incidents and ensure that records show a consistent, contemporaneous record of action, timeliness of actions taken and closure of cases.

6 Corporate Core

Information and ICT

6.1 The IT Strategy 2020-2025 sets the context and strategic direction for Council ICT and digital development with a range of key infrastructure and enterprise wide projects in progress. These include data centre, network, telephony, intranet and internet development. These projects are being delivered alongside programmes and projects to support business change including the Liquid Logic/ Controcc systems and a new complaints and information compliance system, which went live in April 2020. This work has been delivered alongside business as usual demands and the substantial ICT impact of mass working from home / site resulting from Covid19.`

6.2 Work is ongoing to improve systems and processes and align to cyber security best practices that are developed by the National Cyber Security Centre and Local Government Association. Initiatives to improve cyber security are supported by senior management, including funding and a clear reporting structure for cyber security across the Council. However, there is a constant need for organisations to develop their cyber security and resilience framework in response to a growing volume and sophistication of cyber-attacks. Investment in Intrusion Prevention Systems (IPS) alerts and a Security Information Event Management (SIEM) solution, to detect unauthorised access attempts and to correlate information from different systems on the network is proposed further to increase resilience.

6.3 Preparations are being made to implement Office365 to enable better collaboration and alignment with partners. Work is underway to progress better information governance arrangements including data ownership, data sharing, retention and deletion policies and a sub group of the OurTransformation programme and Office365 Programme Board is progressing work in this area. Effective information management as well as information security will remain an area of audit focus in 2020/21.

6.4 The Core Infrastructure Refresh Project has continued to focus on resilience of IT systems by replacing and upgrading the network and migrating to twin data centres. This project was initially due to complete in September 2019 but has been delayed by a range of factors including Covid19 with a revised, planned completion by September 2020. Significant change activity has already been completed with server and storage infrastructure and reliability improved and is being monitored to maintain stability and performance. However the need to complete this project in the coming months is a key priority for ICT.

6.5 The follow up a limited assurance audit of Software Licensing confirmed that three recommendations remain partially implemented and overdue. These were highlighted to Audit Committee in February 2020. The commissioning of a bespoke Software Asset Management tool was being considered to improve management oversight. New policies and processes are being designed to clarify roles and responsibilities, and differentiate between software managed centrally and licences managed by non-ICT services. An ICT Business Concept Document has been completed, outlining the requirements in this area and the potential solutions identified, but a business case and decision to proceed, to support software asset management, has yet to be approved and will be assessed alongside other priorities in the budget refresh 2020/21.

6.6 Reasonable assurance over the effectiveness of controls supporting the confidentiality, integrity and availability of the G Suite Application confirmed no significant concerns about the design and operation of key controls. Improvements were recommended to manage privileged access control and reviewing / deleting suspended accounts. We propose that actions are now focused, not on Google, but on ensuring these rules are clearly set in the design of the new Office365 environment. This work is included within the scope of the Governance and Compliance worksteam of the programme overseen by the Office365 Board, chaired by the Director of ICT and including the City Solicitor, Head of Audit and Risk Management and Head of Reform and Innovation.

6.7 The process for producing GDPR Data Protection Impact Assessments (DPIAs) received limited assurance. The audit concluded sufficient guidance was available to support completion of DPIAs, but as wider awareness of the requirements in this area was low and arrangements to monitor compliance were informal, the level of actual compliance and quality of assessments was inconsistent across services. To support strengthening of the approach the audit recommended improvements in general awareness and the assessment of potential privacy risks, which can be driven through the Council's network of Senior Information Risk Officers within directorates and overseen by the Corporate Information Assurance and Risk Group chaired by the City Solicitor.

Financial Systems

6.8 The Annual Governance Statement (AGS) process remained fit for purpose and resulted in timely production of the AGS and Register of Significant Partnerships. These arrangements provide a sound basis for assurance however there are some risks as management engagement and quality of evidence to support assertions in annual returns is variable. Some questions have been raised about the static assessment of risk for some partnerships which remain either high or medium year on year and do not appear to demonstrate improvement or change. Audit Committee sought further clarification on how the process operates and the approach is being reviewed and further developed for 2020/21.

6.9 Core financial systems audited were found to be generally operating as intended and no significant issues were noted arising from this work. The regular payroll continuous auditing work confirmed that although there were a small number of errors in processing these were minor and rectified by payroll officers and there were no significant issues arising. A key priority for late 2020/21 is to complete assurance mapping of financial systems that was delayed, as members of the audit team have been fully deployed to support ongoing work on business rates relief and business grant payments.

6.10 Profit recovery work carried out by a specialist firm continued in year and provided details of duplicate payments and potentially unclaimed VAT over a six year period. To date this project has resulted in a cumulative total of £465k of funds returned to the Council primarily arising from success in the supplier statement review work. There were no systematic weaknesses in internal control highlighted in the work and therefore no direct impact on the assurance over financial controls or in relation to the audit assurance opinion. Due to the success of this work an additional review focused on telecommunications payments has now been commissioned.

6.11 As in previous years a number of mandatory grants for European and Central Government were completed which included Urbact C-Change; Interreg AbCities; Factory project; Local Growth Fund; and Disabled Facilities Grants. Audit work confirmed that there was compliance with grant conditions and relevant grant certifications were provided to the relevant funding bodies. No significant concerns were found and the internal control environment remained generally sound.

Other Core

6.12 The Council took proactive steps in relation to Climate Change and following the announcement of the Climate Emergency in July 2019 implemented a programme of development for officers and Members to seek to embed understanding and to provide a forum for developing service action plans around the zero carbon agenda. This provides a basis for strategic and operation planning around options for seeking zero carbon services and products where possible and is to be added to the arrangements for contracts to ensure that the supply chain works to similar key performance measures. This is a work in progress with strategic management support and there will more significant activity in the year ahead.

6.13 The core process for Council recruitment and selection activities was operating generally as expected with a reasonable assurance opinion and no significant recommendations for improvement identified. We were satisfied that the recruitment exercises reviewed were carried out in line with expectations and our recommendations were primarily centred on the effectiveness of retention of associated documentation to ensure transparency of evidence to demonstrate decision making which management recognised could be improved

6.14 The Our Town Hall project continued as planned in year with substantial assurance provided over the selection of contractors for the first significant work packages. Internal Audit provided support over the assurance of cost surety within the project, confirming that there had been a transparent and robust process applied to the completion of RIBA stage 4 including completion of designs, letting of work packages, and development of the project cost plan. Advice was provided in advance of the Notice to Proceed being issued in

March 2020 to ensure that outstanding items were addressed and a full reconciliation of the Project Cost plan was completed.

7 Growth and Neighbourhoods, Strategic Development and Highways

7.1 The Highways Service was reviewed following a number of issues raised (from anonymous sources) about governance and the effectiveness of operational controls. The Service has experienced significant service efficiency and effectiveness challenges over a number of years and these are well documented. As part of improvement plans, a full service restructure was completed and work is ongoing to embed change, including appointment to vacant posts and embedding new ways of working. The outcome of the audit review confirmed that there was no evidence of mismanagement in the service redesign and no evidence of fraud or irregularity in the actions taken to manage projects and control the use of consultants. There was confirmation that there was proactive work underway to implement the service redesign as planned and progress was being made in line with expectations.

7.2 Following issues in March 2019 when the principal contractor for the Manchester and Salford Inner Relief Road (MSIRR - Regent Road) went into liquidation, Internal Audit delivered a series of detailed, supporting audits to assure contractor payments. Payment requests were examined to confirm completeness, accuracy and validity and this highlighted that controls over monitoring of site attendance and subsequent claims for payment were poor. The reviews identified numerous errors and made a number of recommendations to ensure greater clarity over allowable contract costs and the evidence required to support claims. We supported the introduction of a biometric system to improve control around attendance and hours worked and continued to work with the project team to support governance and control. We have agreed to support the Quantity Surveyor when the final account is submitted (which may be as late as October 2020).

7.3 Section 106 (Planning Obligations) processes had been subject to improvement action during the year and whilst development actions were not fully implemented, the evident service improvements noted during the audit enabled a reasonable assurance opinion to be given on the overall systems of governance and control. Further improvement action planned should significantly enhance the arrangements in place to monitor and deliver future s106 agreements.

7.4 Substantial assurance was provided over the system for determining planning applications in line with legislation. Officers demonstrated a clear understanding of the processes and timelines required and the system had been mapped to ensure that key actions and controls were understood. There had been no operational issues with the Uniform system, which provided sufficient case management functionality.

7.5 Trading Standards was also given substantial assurance over arrangements in place to reduce the supply of unsafe products and services through advice and enforcement action. The system design and team structure was appropriate to respond to risks and roles and responsibilities were clearly defined. Although formalised written procedures were not available for all aspects of Trading

Standards, procedures for unsafe products/services had been developed and there were established processes to progress complaints and enquiries.

7.6 The Neighbourhood Investment Fund (NIF) provides £20k of annual funding for each the 32 wards and an audit provided reasonable assurance over the assessment of applications and processes for awarding grants. There was a well-defined approach; applications examined were largely processes in line with the guidance; and approval / rejection had been sought from Members. There were some areas where governance and control could be strengthened, in particular the retention of evidence supporting the decision to award grants

7.7 There was reasonable assurance over arrangements for operating the Greater Manchester Road Activity Permit Scheme (GMRAPS). There was a robust process in place to identify any breach of permit conditions and clear guidance for the issue of fines including values and timescales. We noted some areas for administrative improvement around collection of fines and debt recovery procedures to ensure that all fines are collected but no significant matters arising which would present concern.

8 Procurement, Contracts and Commissioning

8.1 Overall progress in embedding good commissioning and contracting practice continued in line with plans to develop and share toolkits and best practice in the Directorate teams. The audits carried out in year sought to test and evaluate the effectiveness of governance, control and compliance

8.2 The approach to combat risks of modern slavery within contracts was reviewed. This included assessment of the Council's response and approach based on key documents and information from contract managers on their awareness and activity taken to prevent modern slavery. Good progress had been made in developing the overarching framework and principles to address this risk and to ensure that safeguards are sufficiently robust. Other initiatives include increased prominence at a corporate leadership level; improved access to strategy and policy; enhanced guidance for supplier checks; and sharing of initiatives and best practice. As modern slavery risks are not limited solely to activity covered by contracts and supply chains Internal Audit intend to assess areas for future assurance work in this area.

8.3 There were sufficient arrangements in place in relation to the setting and monitoring of key performance measures within Council contracts. This view was informed by assurance coming from the high level of awareness of contract managers and the effective guidance available to promote good contract performance management. However there was more work to be done particularly for those contracts which did not have clearly defined key performance indicators (KPIs) and for contracts where KPIs were being not reviewed as a matter of routine which limits the opportunity for effective monitoring and challenge.

8.4 Reasonable assurance over the controls in place over contract related spend confirmed that the Council had designed an appropriate governance framework. We took assurance from the results of a questionnaire issued to contract managers which demonstrated that monitoring checks were taking place at individual contract level, but there was less assurance over arrangements to review performance across corporate contracts. There was positive direction of travel in the quality of contract registers since our review two years ago and evidence indicated that there was a greater alignment between forecasts and actual spend. This suggests that the increase in available data and information is having a positive impact however there is further scope to develop this; the management of strategic suppliers; and the accuracy and completeness of data within directorate contract registers.

8.5 The Factory project is at construction stage with Notice to Proceed issued in December 2018. Governance and reporting arrangements supporting delivery and decision making been developed in the year to reflect a project of this scale with a clear focus on the critical issues around project complexity, funding and more recently the implications of Covid19. The client side team had also been strengthened to provide additional capacity and skills to support the SRO, Strategic Board and officers leading the project. An audit earlier in the year highlighted reporting and recording of actions as an area for development but the actions taken during the year appear to have addressed these and from review of recent reports it is evident that key risks and planned mitigating actions are being highlighted to the Board and also to senior officers and Executive. These include the financial pressures on the project and a full cost and programme review is next scheduled to complete by the end of July.

9 Counter-Fraud and Investigations

9.1 Detailed information in relation to anti-fraud and investigations for 2019/20 and an analysis of the effectiveness of the activity will be provided in the Annual Fraud Report to be presented to Audit Committee in September 2020. The impact and outcomes of counter fraud activity is considered in the Head of Audit and Risk Management Annual opinion to assess any impacts which may indicate issues in the effectiveness of the control environment and there are no such matters of concern that impact the opinion for 2019/20.

Proactive Work

9.2 The National Fraud Initiative continued with Internal Audit supporting progress on investigation of data matches with colleagues in various business areas across the Council. While data matches do not always indicate fraud or error this work enables an assessment of risk and improved data quality where appropriate and there is continued value in the national exercise being under taken and work will be carried out on new data matches in 2020/21. The findings of the work did not highlight any systemic issues within the control environment but did enable individual cases of error and omission to be investigated.

9.3 Training and awareness activity included the development and launch of on line training to encourage broader awareness of counter fraud risks and issues. The planned fraud awareness workshops for DMTs to refresh understanding were delayed and it is proposed to carry these out in quarter two of 2020/21.

Reactive Corporate Cases

9.4 The Council's approach to management of counter fraud risk continued to be actively promoted and reporting concerns is encouraged. The ability for officers, partners and citizens to speak up using a variety of mechanisms was actively used with Internal Audit receiving 65 referrals of potential fraud, theft or other irregularity in the year April 2019 to March 2020.

9.5 Allegations were assessed and prioritised in line with policy. Where appropriate the risk assessment process enabled some work to be directed to other Council services to investigate and or respond to matters arising leading to referrals to Council managers; HROD; school governors; and Boards of third party organisations, following completion of privacy impact assessments where appropriate.

9.6 Allegations investigated followed a similar pattern in as previous years and included staff conduct; contractor conduct and contract compliance; ethics and behaviours; employee compliance with procedures; and thefts from schools. Where appropriate and supported by evidence this has led to suspension of staff and disciplinary action; custodial sentence; recovery of assets or money; and in some cases confirmation that there was no case to pursue. There were no cases investigated where the outcome raised concerns that there were systemic issues within the control environment.

Council Tax Reduction Scheme, Housing Tenancy and Right to Buy

9.7 Referrals of fraud and irregularity in relation to Council Tax Support, Council Tax Discount, Housing Tenancy Fraud and Right to Buy application fraud were received throughout the year, totalling 186 referrals to March 2020. The service took steps to recover £33k of Council Tax Reduction overpayments and £2k in penalties; and £249k of fraud has been prevented or detected where benefits accrue to the wider public sector, such as the Department for Work and Pensions or housing providers.

9.8 Outcomes reported in the period include:

- A right to buy application (for a discount of £37,500) was successfully prosecuted at Magistrates Court in October 2019. This fraud by misrepresentation led to a sentence of 16 weeks custody suspended for 12 months, 150 hours unpaid work and costs awarded of £1k.
- An investigation into allegations of social housing tenancy fraud involving subletting and a fraudulent housing application led to a guilty verdict at Magistrates Court in January 2020 and a sentence of 80 hours community punishment order and costs of £3k.
- Retrospective changes to NNDR liability with £142k being recovered and an increase in ongoing liability of £75k, with one case being progressed as a joint prosecution with another GM Authority.

10 Recommendation Implementation

10.1 The total number of critical, major or significant priority recommendations fully implemented across the Council as at February 2020 was 68% which was slightly below the target of 70% however there were a further 15% partially implemented as shown below.

10.2 Outcomes from follow up audits on all limited or no assurance opinions ensures that Internal Audit can assess and report to management and Audit Committee on the level of assurance over actions being taken to address high risk. In our opinion, managers continue to place emphasis on the implementation of critical recommendations to address exposure to risk and seek pragmatic and practical solutions where possible. Active reviews and regular updates continue to have a positive impact on action to implementation and in exploring reasons for any delays.

10.3 Outstanding recommendations fell from 32% to 17% during the year which is positive affirmation of improved risk mitigation in some areas. However, some recommendations are over 12 months past the due dates and need to be escalated to consider next steps. In accordance with agreed protocols, these were highlighted to Audit Committee and Directors are invited to attend and offer an explanation as to the delay. A separate report quarterly Internal Audit report is provided on all outstanding critical, major and significant recommendations and the next update will be provided in September 2020.

Critical, Major or Significant Priority Recommendations by Directorate

Directorate	**Number Due**	**Implemented**	**Partially Implemented**	**Referred Back**	**Outstanding**
Corporate Core	18	13	3	0	2
Children's Services	16	12	1	0	3
Adult Services	25	11	6	0	8
Growth & Dvt and Neighbourhoods	16	15	1	0	0
Total	**75**	**51**	**11**	**0**	**13**
		68%	**15%**	**0**	**17%**

11 Recommendation

11.1 The Audit Committee is requested to consider and comment on the Head of Audit and Risk Management Annual Assurance Opinion and Report.

Appendix One: Audit Status, Opinions and Business Impact

Audit Area	Audit Status	Assurance Opinion	Business Impact
Children's and Education Services 2018/19 Brought Forward Work			
Assessed and Supported Year in Employment (AYSE) 21.05.19	Delivered	Moderate	Not Set – 2018/19 audits
Schools Procurement (Thematic) 12.07.19	Delivered	Moderate	
Children's Services – Management Oversight and Supervisions 09.05.19	Delivered	Moderate	
St Matthew's RC High School 03.05.19	Delivered	Limited	
Off Rolling of Pupils 06.06.19	Delivered	Moderate	
Manley Park Primary School 09.05.19	Delivered	Moderate	
Ofsted Improvement Plan 17.10.19	Delivered	Moderate	
Planning for Permanence 20.12.19	Delivered	Reasonable	
Children's and Education Services 2019/20			
St Peter's Catholic Primary School, Financial Health Check 05.09.19	Delivered	Substantial	Low
St Luke's C of E Primary School, Financial Health Check 11.10.19	Delivered	Substantial	Low
Ringway Primary School 18.11.19	Delivered	Reasonable	Low
St Margaret's Primary School 20.12.19	Delivered	Limited	Low
The Barlow RC High School 11.3.20	Delivered	Reasonable	Low
Benchill Primary School 04.02.20	Delivered	Limited	Low
Crosslee Community Primary School 01.06.20	Delivered	Reasonable	Low
Heald Place Primary School 25.03.20	Delivered	Substantial	Low
Lily Lane Primary School 02.07.20	Delivered	Limited	Low

Audit Area	Audit Status	Assurance Opinion	Business Impact
Moston Fields Primary School 05.02.20	Delivered	Reasonable ●	Low
Peel Hall Primary School 30.04.20	Delivered	Reasonable ●	Low
Ravensbury Community School 05.03.20	Delivered	Substantial ●	Low
Free Early Education Entitlement (FEEE) 20.7.20	Delivered	Reasonable ●	High
Sacred Heart RC Primary School (Gorton) 27.03.20	Delivered	Reasonable ●	Low
The Birches Specialist Support Primary School 02.07.20	Delivered	Reasonable ●	Low
Early Help Delivery: 02.07.20	Delivered	Reasonable ●	High
Adoptions Policy and Procedure 06.07.20	Delivered	Substantial ●	High
Children's Services: Quality Assurance Framework and Safeguarding and Improvement Unit	Cancelled		High
Schools Assurance Framework (Assurance Mapping)	Cancelled		Medium
School Financial Value Standards (SFVS) 2019/20	Cancelled		Mandatory
Schools Quality Assurance Framework	Cancelled		High
Safer Recruitment	Cancelled		Medium
SATs Quality Assurance Framework	Cancelled		Medium
Special Educational Needs (SEND)	Deferred to 2020/21 at management request		
Post Ofsted Plan Monitoring	Re-scoped Included in recommendation monitoring		
Children's Services – Supervisions and Management Oversight – Follow Up	Re-scoped Included in recommendation monitoring		
Adult Services, including MHCC and MLCO 2018/19 Brought Forward Work			
Floating Support - Support to Homeless Citizens in Temporary (Dispersed) Accommodation 29.05.19	Delivered	Limited ●	Not Set – 2018/19 audits
Adults Services – Management Oversight and Supervisions 05.04.19	Delivered	Limited ●	Not Set – 2018/19 audits

Audit Area	Audit Status	Assurance Opinion	Business Impact
Mental Health Casework Compliance 05.04.19	Delivered	Limited	
Manchester Local Care Organisation – Governance 11.09.19	Delivered	Limited	
Manchester Heath Care Commissioning – Financial Framework Compliance 17.10.19	Delivered	Substantial	
Adult Services, including MHCC and MLCO 2019/20			
Adults Improvement Plan Governance 09.01.20	Delivered	Reasonable	High
Mental Health Casework Compliance – Follow Up 28.01.20	Delivered	Partial Implemented	High
Safeguarding Casework Management 28.05.20	Delivered	Limited	High
MHCC – Financial Sustainability Plan 26.05.20	Delivered	Reasonable	High
Deprivation of Liberties – Follow Up 28.05.20	Delivered	Implemented	High
Disability Supported Accommodation Services: Quality Assurance Framework Follow up 11.9.19	Delivered	Outstanding	High
New: Disability Supported Accommodation Services: High Needs Decision Making 14.02.20	Draft	Limited	High
MHCC Governance Follow Up	Draft		High
Manchester Services for Independent Living (MSIL) *	Draft		High
Strength Based Approach * (Adults Improvement Plan block)	Deferred to 2020/21		
Mental Health Panels	Deferred to 2020/21		
Health and Social Care Assurance Framework	Deferred to 2020/21		
MHCC Commissioning Decisions *	Deferred to 2020/21		
Adults Services – Management Oversight and Supervisions – Follow Up	Deferred to 2020/21		
Integrated Neighbourhood Teams *	Deferred to 2020/21		
Homelessness	Cancelled		

Audit Area	Audit Status	Assurance Opinion	Business Impact
Corporate Core Brought Forward Work 2018/19			
Core Systems: Payments (SAP) 09.05.19	Delivered	Short Report	Not set 2018/19 audits
Core Systems: Revenue Budget Monitoring 14.05.19	Delivered	Substantial	
Our Manchester VCS Grants – Outcome Monitoring 20.06.19	Delivered	Moderate	
GDPR – Post Implementation Review 20.06.19	Delivered	Substantial	
Risk Governance Assurance 24.05.19	Delivered	Substantial	
Data Centre Replacement 25.07.19	Delivered	Briefing note	
Our Manchester – Performance Management Framework	Delivered	Briefing note	
Corporate Core 2019/20			
Our Town Hall: Allocation of Work Packages 28.05.19	Delivered	Substantial	Assurance Review
Core Systems: Payroll Continuous Audit (Q1) 12.07.19	Delivered	Not applicable – non opinion audit work	
Core Systems: Payroll Continuous Audit (Q2) 9.10.19	Delivered		
Core Systems: Payroll Continuous Audit (Q3) 18.12.19	Delivered		
Core Systems: Payroll Continuous Audit (Q4) 20.3.20	Delivered		
Making Tax Digital 5.12.19	Delivered	Advice and Guidance	
Grant Certification: Carbon Reduction Commitment 26.07.19	Delivered	Unqualified	Grant Certification
Grant Certification: URBACT C-Change	Delivered	Unqualified	Grant Certification
Grant Certification: Interreg ABCitiEs 31.7.19	Delivered	Unqualified	Grant Certification
Grant Certification: Interreg ABCitiEs Jan 2020	Delivered	Unqualified	Grant Certification
Grant Certification: Greater Manchester Pension Fund 03.05.19	Delivered	Unqualified	Grant Certification
Core Systems: Treasury Management 30.07.19	Delivered	Substantial	Medium

Audit Area	Audit Status	Assurance Opinion	Business Impact
GSuite: Application Audit 10.09.19	Delivered	Reasonable	High
Cyber Security 18.10.19	Delivered	Sensitive - Not disclosed	High
Liquidlogic: Access Control 30.07.19	Delivered	Advice and Guidance	
Software Licensing: Follow up 11.10.19	Delivered	Partial Implemented	Medium
Data Protection Impact Assessments 1.11.19	Delivered	Limited	Medium
Recruitment and Selection 10.1.20	Delivered	Reasonable	Medium
Annual Governance Statement	Delivered	Advice and Guidance	
Corporate Core Transformation	Delivered	Briefing Note	Low
Digital Experience Programme (Block) Civica Pay Implementation	Delivered	Briefing note	Medium
Our Town Hall: Cost Surety of Work Packages Construction Budget	Delivered	Briefing note	Medium
Core Systems: Income (SAP)	Deferred to 2020/21		
Our Town Hall: Allocation of Work and Monitoring of Payments and Delivery	Deferred to 2020/21		
User Experience Programme: Asset Management	Cancelled		Medium
Officer Decision Making: Recording	Cancelled		High
Capital Project Management / Governance	Cancelled		Medium
Our Town Hall: Incentive Model	Cancelled		High
Core Systems: Revenue Budget Setting *	Cancelled		Medium
Core Systems: Income (Other) *	Cancelled		Medium
Core Systems: Council Tax *	Cancelled		High
Workforce Development Planning *	Cancelled		Medium
ICT, Procurement and Financial Systems Assurance Frameworks	Delivered Draft frameworks developed and shared with management - further focus in 2020/21		
Growth & Development and Neighbourhoods Brought Forward Work 2018/19			

Audit Area	Audit Status	Assurance Opinion	Business Impact
Highways Framework Contracts – Award, Payments and Performance 25.04.2019	Delivered	Moderate	Not set 2018/19 audits
Northwards Capital Project Management 25.06.2019	Delivered	Substantial	
Governance of City Centre Delivery	Delivered as Draft	Moderate	
Growth & Development and Neighbourhoods 2019/20			
Neighbourhood Investment Fund 02.09.19	Delivered	Reasonable	Low
New: MSIRR (Regent Road) 1st Payment Review 15.05.19	Delivered	Briefing Note	High
New: MSIRR (Regent Road) 2nd Payment Review 14.06.19	Delivered	Briefing Note	High
New: MSIRR (Regent Road) 3rd Payment Review 26.07.19	Delivered	Briefing Note	High
New: MSIRR (Regent Road) 4th Payment Review 08.08.19	Delivered	Briefing Note	High
GM Road Activities Permit Scheme (GMRAPS) 15.10.19	Delivered	Reasonable	Medium
Section 106 (Planning Obligations) 17.12.19	Delivered	Reasonable	Medium
Disabled Facilities (Main) Grant Certification 08.10.19	Delivered	Unqualified	Grant Certification
Disabled Facilities (Additional) Grant Certification 08.10.19	Delivered	Unqualified	Grant Certification
Highways – Local Growth Fund Grant Certification	Delivered	Unqualified	Grant Certification
Trading Standards 19.03.20	Delivered	Substantial	Medium
New: MSIRR Regent Road Payment Irregularities 22.05.20	Delivered: Advice and Guidance		High
Highways Service: Programme and Project Management Assurance 19.05.20	Delivered	Assurance Review	High
Leisure Contract – Performance Management Framework 29.04.20	Delivered	Reasonable	Medium
Planning Applications 13.05.20	Delivered	Substantial	Medium

Audit Area	Audit Status	Assurance Opinion	Business Impact
NCP (Car Parking) Contract Replacement	Briefing Note		High
Work and Skills	Cancelled		Medium
Residential Growth Strategy and Affordable Housing			High
Approach to Neighbourhood Delivery: Integrated Neighbourhood Teams *			High
Approach to Recycling			High
Highways Assurance Framework *	Re-scoped Replaced by Highways Programme and Project Management		High
Highways Investment Programme Plan *			High
Highways Service Redesign *			Medium
Highways Contracts Financial Due Diligence *	Re-scoped - engagement in Task and Finish Working Group		Medium
Management of Major Housing Developments within the City	Deferred to 2020/21		
Casework Management: Flare Upgrade /System replacement *	Deferred - Pending tender exercise for replacement in 2020/21		
Procurement, Commissioning and Contracts 2018/19 Brought Forward Work			
Prevention and Detection of Procurement Fraud – Use of System Data 06.06.19	Delivered	Moderate ●	Not set 2018/19 audit
Procurement, Commissioning and Contracts 2019/20			
PCC Assurance Framework 09.10.19	Delivered	Briefing note	N/A
Public Contracts Regulations Compliance 02.09.19	Delivered	Reasonable ●	Medium
Highways Framework Follow Up 17.06.19	Delivered	Implemented ●	Medium
Insurance Arrangements in Contracts Follow Up 18.06.19	Delivered	Implemented ●	Medium
Taxi Framework: Follow Up 26.09.19	Delivered	Implemented ●	Medium
Contractor Whistleblowing Arrangements Follow Up 18.07.19	Delivered	Implemented ●	Medium
New: Social Transport Route Allocation Advice 18.09.19	Delivered	Not set Briefing Note	Medium

Audit Area	Audit Status	Assurance Opinion	Business Impact
Contract Spend Review 10.12.19	Delivered	Reasonable	High
Modern Slavery: Safeguarding in Contracts 10.12.19	Delivered	Briefing Note	High
Contracts Performance Management Key Performance Indicators 10.12.19	Delivered	Briefing Note	High
Contract Governance Framework Agreements – Follow Up 16.2.20	Delivered	Implemented	High
Decommissioning Contracts: Leaving Care 23/09/19	Delivered	Lessons Learned Review	Medium
Framework Agreements: Award and Selection 20/01/20	Delivered	Reasonable	High
Factory Project: Assurance Review 09.03.20	Draft	Set at Final	High
Factory Project Grant Certification 09.03.20	Delivered	Unqualified	Grant Certification
Contract Management: Adults (Complex Needs)	Deferred to 2020/21		
Contract Management: Children's Placements *	Deferred to 2020/21		
Contract Management: Block *	Cancelled		High

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