

Thurrock - An ambitious and collaborative community which is proud of its heritage and excited by its diverse opportunities and future

Standards and Audit Committee

The meeting will be held at **7.00 pm** on **18 July 2019**

Committee Room 1, Civic Offices, New Road, Grays, Essex, RM17 6SL

Membership:

Councillors Gerard Rice (Chair), David Potter (Vice-Chair), Oliver Gerrish, Barry Johnson, Ben Maney and Jane Potheary

Substitutes:

Councillors Abbie Akinbohun, Garry Hague, Tom Kelly, Luke Spillman and Lynn Worrall

Agenda

Open to Public and Press

	Page
1 Apologies for Absence	
2 Minutes	5 - 10
To approve as a correct record the minutes of the Standards and Audit Committee meeting held on 14 March 2019.	
3 Items of Urgent Business	
To receive additional items that the Chair is of the opinion should be considered as a matter of urgency, in accordance with Section 100B (4) (b) of the Local Government Act 1972.	
4 Declaration of Interests	
5 Regulation of Investigatory Powers Act (RIPA) 2000 - 2018/19 Activity Report	11 - 14

6	Chief Internal Auditor's Annual Report - Year ended 31 March 2019	15 - 30
7	Refresh of the Strategic / Corporate Risk and Opportunity Register	31 - 62
8	Audit Results Report for the Year Ended 31 March 2019	63 - 66
9	Financial Statements and Annual Governance Statement 2018/19	67 - 242
10	Counter Fraud & Investigation Annual Report & Strategy	243 - 274
11	Annual Information Governance Report	275 - 288
12	Work Programme	289 - 292

Queries regarding this Agenda or notification of apologies:

Please contact Jenny Shade, Senior Democratic Services Officer by sending an email to Direct.Democracy@thurrock.gov.uk

Agenda published on: **10 July 2019**

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DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF

Breaching those parts identified as a pecuniary interest is potentially a criminal offence

Helpful Reminders for Members

- *Is your register of interests up to date?*
- *In particular have you declared to the Monitoring Officer all disclosable pecuniary interests?*
- *Have you checked the register to ensure that they have been recorded correctly?*

When should you declare an interest *at a meeting*?

- **What matters are being discussed at the meeting?** (including Council, Cabinet, Committees, Subs, Joint Committees and Joint Subs); or
- If you are a Cabinet Member making decisions other than in Cabinet **what matter is before you for single member decision?**



Does the business to be transacted at the meeting

- relate to; or
- likely to affect

any of your registered interests and in particular any of your Disclosable Pecuniary Interests?

Disclosable Pecuniary Interests shall include your interests or those of:

- your spouse or civil partner's
- a person you are living with as husband/ wife
- a person you are living with as if you were civil partners

where you are aware that this other person has the interest.

A detailed description of a disclosable pecuniary interest is included in the Members Code of Conduct at Chapter 7 of the Constitution. **Please seek advice from the Monitoring Officer about disclosable pecuniary interests.**

What is a Non-Pecuniary interest? – this is an interest which is not pecuniary (as defined) but is nonetheless so significant that a member of the public with knowledge of the relevant facts, would reasonably regard to be so significant that it would materially impact upon your judgement of the public interest.

Pecuniary

If the interest is not already in the register you must (unless the interest has been agreed by the Monitoring Officer to be sensitive) disclose the existence and nature of the interest to the meeting

If the Interest is not entered in the register and is not the subject of a pending notification you must within 28 days notify the Monitoring Officer of the interest for inclusion in the register

Unless you have received dispensation upon previous application from the Monitoring Officer, you must:

- Not participate or participate further in any discussion of the matter at a meeting;
- Not participate in any vote or further vote taken at the meeting; and
- leave the room while the item is being considered/voted upon

If you are a Cabinet Member you may make arrangements for the matter to be dealt with by a third person but take no further steps

Non-pecuniary

Declare the nature and extent of your interest including enough detail to allow a member of the public to understand its nature



You may participate and vote in the usual way but you should seek advice on Predetermination and Bias from the Monitoring Officer.

Our Vision and Priorities for Thurrock

An ambitious and collaborative community which is proud of its heritage and excited by its diverse opportunities and future.

1. **People** – a borough where people of all ages are proud to work and play, live and stay
 - High quality, consistent and accessible public services which are right first time
 - Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing
 - Communities are empowered to make choices and be safer and stronger together

2. **Place** – a heritage-rich borough which is ambitious for its future
 - Roads, houses and public spaces that connect people and places
 - Clean environments that everyone has reason to take pride in
 - Fewer public buildings with better services

3. **Prosperity** – a borough which enables everyone to achieve their aspirations
 - Attractive opportunities for businesses and investors to enhance the local economy
 - Vocational and academic education, skills and job opportunities for all
 - Commercial, entrepreneurial and connected public services

Minutes of the Meeting of the Standards and Audit Committee held on 14 March 2019 at 7.00 pm

Present: Councillors Tony Fish (Chair), Russell Cherry (Vice-Chair), Oliver Gerrish and Barry Johnson

Apologies: Councillors Ben Maney

In attendance:
Gary Clifford, Chief Internal Auditor
Lee Henley, Strategic Lead, Information Management
Andy Owen, Corporate Risk and Insurance Manager
Michael Dineen, Senior Manager & Senior Appropriate Officer (POCA)
Lisa Clampin, Binder Dijke Otte (BDO) Representative
Simiso Ngidi, Binder Dijke Otte (BDO) Representative
Wendy Le, Democratic Services Officer

Before the start of the Meeting, all present were advised that the meeting may be filmed and was being recorded, with the audio recording to be made available on the Council's website.

30. Minutes

Wendy Le, Democratic Services Officer, said that Councillor Johnson asked for an amendment to be made in section 25 of the minutes in which he had made a declaration of interest. The minutes would be amended to read as follows:

Councillor Johnson declared a non-pecuniary interest as he sat on the board for Thurrock Regeneration LTD in a non-paid position and he was the Portfolio Holder for Housing.

The minutes of the Standards and Audit Committee held on 13 December 2018 were approved subject to the amendments.

31. Items of Urgent Business

There were no items of urgent business.

32. Declaration of Interests

There were no declarations of interest.

33. External Audit Plan 2018/19

The report was introduced by Gary Clifford, Chief Internal Auditor. The external audit was undertaken by the newly appointed external auditor Binder, Dijke, Otte (BDO). Paragraph 2.4 pointed out the identified risks which were common across most local authorities.

The BDO Representative, Lisa Clampin, walked the Committee through the BDO audit in appendix 1 which had taken into account files from Thurrock Council's previous external auditor. A safeguard had also been implemented in regards to family members and relationships within Thurrock Council.

Thanking BDO for the summary, Councillor Gerrish asked if there had been any major changes from the previous year. Lisa Clampin confirmed that there had been no major changes identified that would impact on the framework. When there was a change in auditors, methods would usually change but BDO had worked closely with Thurrock Council's Finance Department to ensure the change was seamless and efficient.

RESOLVED:

That the report be noted.

34. Certification of Claims and Returns Report 2017/18

Gary Clifford presented the report which showed that there were no significant issues to report. Paragraph 3.2 had identified an minor amendment and this represented 0.007% of the total claim.

The Chair was impressed at the small amount of the amendment identified in paragraph 3.2. He questioned the process for this. Offering an answer as an external auditor, Lisa Clampin gave an outline in that auditors had to follow a Public Sector Audit Appointments (PSAA) process in which 20 cases were selected from the prescribed cases from PSAA or Department for Work and Pensions. Claimants' benefits were looked at over a 1 year period and checked that they complied with national guidance. Some cases may have small differences which are extrapolated across the total grant value to arrive at an overall figure.

Councillor Johnson arrived 19.20.

RESOLVED:

That the report attached at Appendix 1 is noted.

35. Counter Fraud and Investigation Quarterly Update

As stated, this item was moved up the agenda to take place before the Complaints and Enquiries Report – April 2018 to September 2018.

The Counter Fraud and Investigation Quarterly Update report was presented by Michael Dineen, Senior Manager and Senior Appropriate Officer (POCA), which outlined the performance of the Counter Fraud and Investigation Department (CFID) over the last quarter for Thurrock Council as a whole as well as the work that the team has delivered nationally for other public bodies. The reported statistics in paragraph 3.1 showed that good progress had been made in delivering the 2018/19 counter fraud work plan over the last year.

Councillor Gerrish sought more detail on paragraph 4.3 in regards to the joined up work between council departments. Michael Dineen replied that the CFID was communicating with several departments in the Council to try to get a better picture of the intelligence picture. This included work with teams such as Street Scene and Licensing and would enable the CFID to locate certain people.

Councillor Cherry questioned whether there were reports on fly tipping to the CFID. In response, Michael Dineen said that fly tipping was not within the remit of CFID but that dialogue had begun with the Waste Team to check where locations of fly tipping occurred. Councillor Cherry went on to question how fly tipping issues could be resolved if the fly tippers happened to be council residents who were running fly tipping as a business and receiving benefits. Explaining that fly tipping was a criminal act, Michael Dineen went on to say the issue would be resolved through the enforcement team and possibly the Anti-Social Behaviour Team. The perpetrator would not be removed from the area as it was not legally allowed but fly tipping would be stopped.

On paragraph 5.2, Councillor Gerrish welcomed the working relationship between the Council and commercial companies.

RESOLVED:

That the Standards and Audit Committee noted the performance of the Counter Fraud & Investigation Department.

Michael Dineen left at 19.30.

36. Complaints and Enquiries Report - April 2018 to September 2018

The report was presented by Lee Henley, Strategic Lead of Information Management, which set out the Council's complaints statistics for the period 1 April 2018 to 30 September 2018. In that period, compliments had increased from the previous year.

The Committee was satisfied with the report.

RESOVLED:

That the Committee noted the statistics and performance for the reporting period.

37. Annual Review of Risk and Opportunity Management and the Policy, Strategy and Framework

Andy Owen, Corporate Risk and Insurance Manager, presented the report which gave details on how the Council's ROM arrangements compared against good practice, outlined the current ROM activity, the proposals to maintain/improve the practice across the organisation and included the updated ROM Policy, Strategy and Framework.

The Committee was satisfied with the report.

RESOLVED:

1.1 That the Standards and Audit Committee noted the results of the review, the current ROM activity and proposals to maintain and improve the practice across the organisation.

1.2 That the Standards and Audit Committee noted and approved the updated ROM Policy, Strategy and Framework.

38. Internal Audit Strategy 2017/18 to 2019/20 and Annual Internal Audit Plan 2019/20

Gary Clifford introduced the report and provided information on the Internal Audit Plan for 2019/20 which had been rolled forward and represented the third year of the three year strategy.

On Brexit, Councillor Gerrish noted that it was a developing theme and asked how the risks of Brexit would be addressed as it developed. Gary Clifford answered that the technical view of the potential risks could only be taken into account and it was a matter of 'wait and see' of the Brexit outcome.

Councillor Johnson queried whether three years for the plan was long enough and whether it needed an extension to five years. In response, Gary Clifford said that 3 years was a good amount of time considering the amount of changes that would be taking place. The plan that the service started out with would not necessarily be the same at the end.

RESOLVED:

That the Standards & Audit Committee received and agreed the Internal Audit Strategy 2017/18 to 2019/20 and the Annual Internal Audit Plan 2019/20.

39. Internal Audit Progress Report 2018/19

Presented by Gary Clifford, the report outlined the work that had been undertaken since the last Internal Audit Progress Report 2018/19. Future reports would be coming to the Committee on the current works in progress.

The Committee was satisfied with the report.

RESOLVED:

That the Standards & Audit Committee considered reports issued and the work being carried out by Internal Audit in relation to the 2018/19 audit plan.

40. Work Programme

As this was the last Standards and Audit Committee meeting for this municipal year, there were no reports added to the work programme.

The Committee thanked the Officers for their reports and work.

The meeting finished at 7.46 pm

Approved as a true and correct record

CHAIR

DATE

Any queries regarding these Minutes, please contact
Democratic Services at Direct.Democracy@thurrock.gov.uk

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18 July 2019	ITEM: 5
Standards & Audit Committee	
Regulation of Investigatory Powers Act (RIPA) 2000 - Activity Report 2018/19	
Wards and communities affected: N/A	Key Decision: N/A
Report of: Lee Henley – Strategic Lead – Information Management	
Accountable Strategic Lead: Lee Henley – Strategic Lead – Information Management	
Accountable Director: David Lawson – Assistant Director Legal and Democratic Services	
This report is Public	

Executive Summary

This report:

Provides an update on the usage and activity of the Regulation of Investigatory Powers Act 2000 (RIPA) requests during 2018/19.

1. Recommendation(s)

1.1 To note the statistical information relating to the use of RIPA for the period 2018/19.

2. Introduction and Background

2.1 The Regulation of Investigatory Powers Act 2000 and the Protection of Freedoms Act 2012, legislates for the use of local authorities of covert methods of surveillance and information gathering to assist in the detection and prevention of crime in relation to an authority's core functions.

2.2 On the 1 September 2017, The Office of Surveillance Commissioners, The Intelligence Services Commissioner's Office and The Interception of Communications Commissioner's Office were abolished by the Investigatory Powers Act 2016. The Investigatory Powers Commissioner's Office (IPCO) is now responsible for the judicial oversight of the use of covert surveillance by public authorities throughout the United Kingdom.

2.3 The RIPA Single Point of Contact (SPOC) maintains a RIPA register of all directed surveillance RIPA requests and approvals across the council.

3. Issues, Options and Analysis of Options

3.1 RIPA Activity

3.1.1 There were 5 Thurrock RIPA surveillance authorisations processed during 2018/19. Below is a breakdown showing the areas the authorisations relate to for this period (along with previous year's figures):

	2017/18	2018/19
Trading Standards	1	2
Fraud	2	3
Covert Human Intelligence Source (CHIS) authorisations	1 (Fraud)	0
Total	4	5

3.1.2 The outcomes of the above RIPA directed surveillance authorisations cannot be summarised in detail. This is due to Data Protection requirements and to ensure that any on-going investigations are not compromised due to the disclosure of information.

3.1.3 The table below shows the number of requests made to the National Anti-Fraud Network (NAFN) for Communication Data requests:

Application Type:	2017/18	2018/19
Service Data	0	0
Subscriber Data	0	3 (Fraud x 3)
Combined	1 (Trading Standards)	0
Totals	1	3

Notes in relation to NAFN applications:

- Service Data – Is information held by a telecom or postal service provider including itemised telephone bills and/or outgoing call data.
- Subscriber Data – Includes any other information or account details that a telecom provider holds e.g. billing information.
- Combined – Includes applications that contain both service and subscriber data.

3.2 Policy Changes

3.2.1 Policy changes have not been considered at this stage, as the previous policy review only took place back in December 2018.

4. **Reasons for Recommendation**

4.1 This report provides an update on the usage and activity of RIPA requests for 2018/19.

5. **Consultation (including Overview and Scrutiny, if applicable)**

5.1 The RIPA SPOC has consulted with the relevant departments to obtain the data set out in this report.

6. **Impact on corporate policies, priorities, performance and community impact**

6.1 Monitoring compliance with RIPA supports the council's approach to corporate governance and will ensure the proper balance of maintaining order against protecting the rights of constituents within the borough.

7. **Implications**

7.1 **Financial**

Implications verified by: **Jonathan Wilson**
Assistant Director, Finance

There are no financial implications directly related to this report.

7.2 **Legal**

Implications verified by: **Paul Field**
Senior Employment Lawyer

Legal implications comments are contained within this report above.

7.3 **Diversity and Equality**

Implications verified by: **Natalie Warren**
**Community Development and Equalities
Manager**

There are no such implications directly related to this report.

8. **Background papers used in preparing the report** (including their location on the council's website or identification whether any are exempt or protected by copyright):

None.

9. **Appendices to the report**

None.

Report Author:

Lee Henley

Strategic Lead - Information Management

18 July 2019	ITEM: 6
Standards & Audit Committee	
Chief Internal Auditor’s Annual Report – Year ended 31 March 2019	
Wards and communities affected: All	Key Decision: Non-Key
Report of: Gary Clifford – Chief Internal Auditor	
Accountable Assistant Director: N/A	
Accountable Director: Sean Clark – Director of Finance & IT	
This report is public	

Executive Summary

Under the Public Sector Internal Audit Standards, the Chief Internal Auditor is required to provide the Section 151 Officer and the Standards & Audit Committee with an opinion on the adequacy and effectiveness of the organisation’s governance, risk management and control arrangements. In giving this opinion it should be noted that assurance can never be absolute. The most that the internal audit service can provide is a reasonable assurance that there are no major weaknesses in the risk management, governance and control processes.

The audit opinions that are provided on a review by review basis during the year and are presented to the Standards & Audit Committee as part of the regular internal audit progress reports, form part of the framework of assurances that assist the council in preparing an informed annual governance statement.

1. Recommendation(s)

1.1 That the Standards & Audit Committee considers and comments on the Chief Internal Auditor’s Annual Report – Year ended 31 March 2019.

2. Introduction and Background

2.1 The role of internal audit is to provide management with an objective assessment of the adequacy and effectiveness of internal control, risk management and governance arrangements. Internal audit is therefore a key part of Thurrock Council’s internal control system and integral to the framework of assurance that the Standards & Audit Committee can place reliance on to assess its internal control system.

- 2.2 The Accounts and Audit Regulations 2015 require that a relevant authority must undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance. This responsibility has been delegated to the Director of Finance & IT (Section 151 Officer) under the Council's Executive Scheme of Delegation and is delivered through the Chief Internal Auditor in consultation with the Director of Finance & IT.
- 2.3 In April 2013, a revised standard for Public Sector Internal Audit Standards (PSIAS) came into effect, compliance against which is seen as fundamental to demonstrating the adequacy and effectiveness of internal audit, in order to meet statutory requirements as set out in the Accounts & Audit (England) Regulations 2011. The procedures and practices that Internal Audit operates at Thurrock are designed to reflect adherence to these standards. However, following the internal audit service being brought back in house from April 2015, an external assessment of compliance with the standards needs to be carried out in 2020.
- 2.4 The provision of assurance services is the primary role for internal audit in the UK public sector. This role requires the Chief Internal Auditor to provide an annual internal audit opinion based on an objective assessment of the framework of governance, risk management and control. Consulting services are advisory in nature and are generally performed at the specific request of the organisation, with the aim of improving governance, risk management and control and contributing to the overall opinion.

3. Issues, Options and Analysis of Options

- 3.1 During the year, internal audit have issued a total of 25 assurance reports. We have also issued 1 advisory report on Business User Allowance Follow-up and a report on Risk Management where we do not provide an assurance opinion. We were requested to carry out and assist with various ad hoc work and investigations, working alongside colleagues in the service areas and the Counter Fraud & Investigation team. We also provided advice and guidance around internal controls arising from system security relating to the Oracle Cloud project.
- 3.2 Following discussions with members and the Director of Finance & IT, Amber/Red assurance opinions are no longer given a positive assurance opinion to reflect that there are either high risk recommendations or a number of medium recommendations which indicate weaknesses across the service area.
- 3.3 In respect of the council's Governance arrangements, we have concluded that there has been no significant change from last year so we have given a **Green** opinion rating. During the year, we had positive assurance reports issued around the Register of Gifts, Interests and Hospitality and the review of Members Allowances.

- 3.4 In 2017/18 we undertook a review of the council's risk management maturity. As a result of this work, we concluded the council was a **Risk Managed** organisation. This is a positive result and in line with the Insurance & Risk Manager's self-assessment review which is reported to the Standards & Audit Committee. For 2018/19, our opinion was that the risk management continued to be robust, particularly at the strategic level but some work was still needed at the operational level. In respect of the council's Risk Management arrangements, we have concluded that there has been no significant change from last year with regular reports being provided to the Standards & Audit Committee so we have given a **Green** opinion rating.
- 3.5 In total, we issued 15 reports with a positive (Green or Amber/Green) assurance opinion and 1 report with a negative (Amber/Red) assurance opinion. This is in line with the previous year. On this basis, we have concluded that as there has been no significant change from last year, we have given a **Green** opinion rating.

4. Reasons for Recommendation

- 4.1 The Chief Internal Auditor's Annual Report – Year ended 31 March 2019 is presented for the Standards & Audit Committee to consider and comment on and supports the council's Annual Governance Statement.

5. Consultation (including Overview and Scrutiny, if applicable)

- 5.1 The Chief Internal Auditor's Annual Report – Year ended 31 March 2019 provides an independent opinion on the council's governance, risk management and internal control processes. There is no consultation as it is based on work completed during the year which is widely reported to officers and members.

6. Impact on corporate policies, priorities, performance and community impact

- 6.1 The achievement of corporate priorities is a key consideration of the Corporate Directors, senior management and internal audit when they are planning the years' work. A positive opinion in the Chief Internal Auditor's Annual Report provides an independent assurance that the council has adequate control and risk management processes in place.

7. Implications

7.1 Financial

Implications verified by: **Jonathan Wilson**
Assistant Director - Finance

There are no direct financial implications arising from this report.

7.2 Legal

Implications verified by: **David Lawson**
Assistant Director – Law and Governance

The contents of this report and appendixes form part of the council's responsibility to comply with the Audit Commission Act 1998 and the Accounts and Audit Regulations 2015 to at least annually undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance. The council has delegated responsibility for ensuring this is taking place to the Standards & Audit Committee. There are no adverse legal implications relating to the reporting progress.

7.3 Diversity and Equality

Implications verified by: **Rebecca Price**
Community Development Officer

There are no direct diversity implications arising from this report.

7.4 Other implications (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

In terms of risk and opportunity management, the Chief Internal Auditor's Annual Report and its outcomes are a key part of the council's risk management and assurance framework.

8. Background papers used in preparing the report (including their location on the Council's website or identification whether any are exempt or protected by copyright):

Internal Audit Reports issued in 2018/19.

9. Appendices to the report

Appendix 1 - Chief Internal Auditor's Annual Report – Year ended 31 March 2019.

Report Author:

Gary Clifford

Chief Internal Auditor

Thurrock Council Internal Audit Service, Corporate Finance & IT

Thurrock Council

Chief Internal Auditor's Annual Report Year ended 31st March 2019

Presented at the Standards & Audit Committee meeting of 18th
July 2019

Contents

Section	Page
1. Introduction	1
2. Internal Audit Overall Opinion	2
3. Acceptance of Internal Audit Recommendations	3
4. Implementation of Internal Audit Recommendations	4
5. Internal Audit Performance	5
6. Internal Audit Opinion and Recommendations 2018/19	8

1. Introduction

In accordance with Public Sector Internal Audit Standards, the Chief Internal Auditor is required to provide an annual opinion, based upon and limited to the work performed, on the overall adequacy and effectiveness of the organisation's risk management, control and governance processes.

This is achieved through a risk-based plan of work, agreed with management and approved by the Standards & Audit Committee, which should provide a reasonable level of assurance, subject to the inherent limitations described below.

The opinion does not imply that internal audit has reviewed all risks and assurances relating to the organisation. The opinion is substantially derived from the conduct of risk-based plans generated from a robust and organisation-led assurance framework. As such, the assurance framework is one component that the council takes into account in making its annual governance statement (AGS).

In giving our opinion it should be noted that assurance can never be absolute. The most that the internal audit service can provide is a reasonable assurance that there are no major weaknesses in risk management, governance and control processes.

The AGS is an annual statement by the Director of Finance & IT (Section 151 Officer), on behalf of the council, setting out:

- How the individual responsibilities of the Section 151 Officer are discharged with regard to maintaining a sound system of internal control that supports the achievement of policies, aims and objectives;
- The purpose of the system of internal control as evidenced by a description of the risk management and review processes, including the assurance framework process; and
- The conduct and results of the review of the effectiveness of the system of internal control including any disclosures of significant control failures together with assurances that actions are, or will be taken where appropriate, to address issues arising.

2. Internal Audit Overall Opinion

The purpose of the annual Chief Internal Auditor's Opinion is to contribute to the assurances available to the Section 151 Officer and the council through the Standards & Audit Committee. This opinion will in turn assist the council in the preparation of its annual governance statement.

We are satisfied that sufficient internal audit work has been undertaken during 2018/19 to allow us to draw a reasonable conclusion on the adequacy and effectiveness of Thurrock Council's arrangements.

For the 12 months ended 31 March 2019, based on the work we have undertaken, our opinion below details the adequacy and effectiveness of the organisation's governance, risk management and internal control arrangements.

Governance

During 2018/19 we conducted a review of the Register of Gifts, Interests and Hospitality for senior officers and members and provided a substantial assurance opinion. In addition, we reviewed Members Allowances which also received a substantial opinion. We have also looked at the governance arrangements in specific areas of the council's operations and where we have identified issues, the council has reacted swiftly to address them. It also looked at options to improve services and reduce costs including partnership working with other local authorities. Any decisions were made with the full involvement of both officers and members and showed that governance was robust. Therefore, our overall opinion on governance remains the same as 2017/18 which is **Green**.



Risk Management

We undertook a review of risk management during 2017/18, which was reported to the Standards & Audit Committee on 6th March 2018. Based upon the work undertaken, our assessment of the council’s current position on the risk maturity spectrum remains **Risk Managed**. This is in line with the self-assessment undertaken and reported to 14th March 2019 Standards & Audit Committee by the council’s Insurance & Risk Manager using the CIPFA/SOLACE Risk Management Benchmarking Model. Whilst the corporate risk management framework and processes are robust, the council still needs to do more at the operational/service planning level to move to the final stage on the spectrum which is that of a **Risk Enabled** organisation. Therefore, our overall opinion on governance remains the same as 2017/18 which is **Green**.



Internal Control

During 2018/19, we issued 16 assurance reports of which 15 were positive assurance opinions. 1 report received an Amber/Red assurance opinion (Sickness Management). We also issued 4 advisory reports on Car Parking Income, Children’s Services Data Management, Fleet Management and Stores Management. As a result of the high proportion of positive assurance reports, we have provided a **Green** opinion. This remains the same as last years’ opinion. However, we have identified that with the greater focus placed on self-service for an increasing number of HR and Payroll processes, greater responsibility is being placed on managers and it has been noted that the required checks are not always robust. Further work will be undertaken in this area during 2019/20.



3. Acceptance of Internal Audit Recommendations

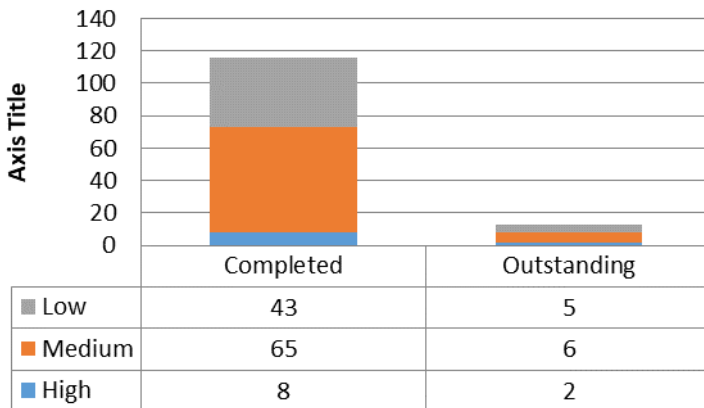
All of the recommendations made during the year and included within the agreed action plans were accepted by management. Where recommendations were not accepted due to compensating controls, cost etc., these were captured in the findings and recommendations.

4. Implementation of Internal Audit Recommendations

Our follow up of the recommendations from previous years and current audit assignments where the implementation date has been reached indicate that the Council has made **Good** progress in implementing the agreed actions.

As can be seen from the chart, 116 recommendations had been implemented and 13 were still outstanding. However, some of these were related to reviews where the implementation date had not yet been reached. These will be followed up as part of next year's review process.

Implementation of Recommendations 2018/19



5. Internal Audit Performance

Delivery of value-added services

During 2018/19, the Internal Audit team provided significant resources and knowledge in assisting with a number of pieces of ad hoc work requested by senior management. Some of these are listed below.

In addition, one member of the team is undertaking an apprenticeship with the Institute of Internal Auditors and significant resources have also had to be used to continue to implement electronic working papers which should result in a more effective and efficient service in the medium term.

The Chief Internal Auditor has undertaken an investigation into the performance and work pattern of member of staff within the Children's Service Directorate which resulted in changes to their working practices and greater supervision to ensure the employee worked the required number of hours per week.

The service continued to provide advice and guidance to management around their control environments, particularly with the changes in processes being planned with the Connected Workspace Project, Community Led Solutions Project and the change of provision of the Meals on Wheels service.

Internal Audit staff also provided support by undertaking a number of advisory reviews following requests from senior management. These were mainly around the Environment and Highways Directorate where management had identified weaknesses in their own procedures and practice and utilised Internal Audit to provide detailed reviews of the services and their control environments.

The Chief Internal Auditor has also been directly approached to undertake 2 investigations where there were complaints raised following incidents that impacted directly on residents. As a result of these investigations, service improvements were made which should reduce the likelihood of these incidents occurring again in the future.

There has been an increase in the number of grants being received where the grant provider required internal audit to formally sign off and

confirm the grant was spent in accordance with the grant conditions. In 2018/19, the Chief Internal Auditor had to sign off 3 grant funded returns for Trading Standards, Bus Transport and Potholes. In all cases, the full grant was received.

We also invested significant resources in reviewing samples of claims being submitted under the Troubled Families Programme to ensure outcomes were being achieved as stated, there was evidence to support the outcomes and the claims were accurate. This helps to ensure the council receives its Payment By Results (PBR) grant which results in significant income to the council to help more families.

Conflicts of Interest

Internal Audit staff have not undertaken any work or activity during 2018/19 that would require them to declare any conflicts of interest.

Compliance with Internal Audit Standards

Under the Public Sector Internal Audit Standards (PSIAS), the Internal Audit Service is required to have an external assessment every five years. Whilst the current service is designed to conform to the PSIAS, we will be looking to carry out a self-assessment of our compliance during 2019/20. This will allow us to develop an improvement plan and action any issues before having a formal external assessment in 2020/21.

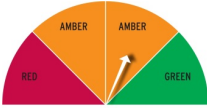
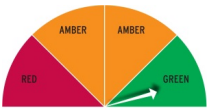
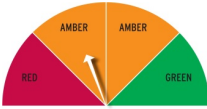
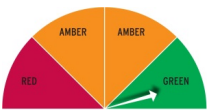
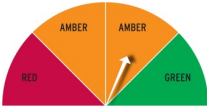
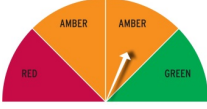
Performance Indicators

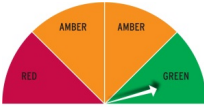
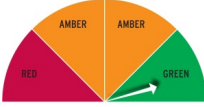
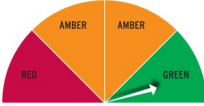
Indicator	Target	Actual	Comments
Audits commenced in line with original timescales	Yes	No	Due to resourcing issues and restructuring within services, some work had to be deferred.
Draft reports issued within 10 days of debrief	80%	70%	Some slippage due to competing priorities.
Management responses received within 10 days of draft report	80%	60%	Regular chasing took place. Escalation as detailed in the Audit Protocol to be more vigorously applied in 2019/20.

Indicator	Target	Actual	Comments
Final report issued within 5 days of management response	90%	90%	
% of high and medium recommendations followed up	95%	90%	Some slippage due to competing priorities.
% of staff with professional qualification or studying towards	>25%	40%	1 qualified and 1 studying through the apprenticeship scheme.
Turnover of staff	<10%	0%	
Response time for general enquiries (2 working days)	100%	100%	Very few received
Response time for emergencies or potential fraud (1 working day)	100%	100%	Very few received

6. Internal Audit Opinion and Recommendations 2018/19

Assignment Objective	Client Lead	Opinion	Recommendations		
			H	M	L
<p>Environmental Health – Local Air Quality Management - To provide assurance that the council complies with its statutory obligation to monitor local air quality and report to the Department for Environment, Food and Rural Affairs (DEFRA) through the annual statutory report (ASR).</p>	<p>Environmental Health & Trading Standards Manager</p>		0	0	5
<p>Community Safety - To obtain assurance that crime and disorder reduction considerations are incorporated within the council's activities in order to comply with Section 17 of the Crime and Disorder Act 1998.</p>	<p>Director of Environment & Highways</p>		0	3	4
<p>Cyber Security - Technical security controls are in place and that steps have been taken to protect information and the information of customers.</p>	<p>Director of Finance & IT</p>		0	2	1
<p>Disabled Facilities Grant - Review to ensure grants are being used in compliance with the grant requirements.</p>	<p>Assistant Director of Adult Social Care</p>		0	0	4
<p>Adult Direct Payments - To obtain assurance that assessments are undertaken correctly and expenditure is properly monitored to avoid inappropriate or improper use of direct payment funds.</p>	<p>Assistant Director of Adult Social Care</p>		0	2	5
<p>Holy Cross Catholic Primary School – To ensure the school is administered in the most economic, efficient and effective way possible in accordance with Central Government and Local Authority guidelines.</p>	<p>Corporate Director Children's Services</p>		0	0	3
<p>Housing Rents - To undertake a review of Housing Rents to verify that an adequate level of controls exist over the setting, collection and accounting for Housing Rents.</p>	<p>Interim Assistant Director of Housing</p>		1	2	1

Assignment Objective	Client Lead	Opinion	Recommendations		
			H	M	L
Recruitment - The recruitment and selection process is effective and ensures that the organisation has the necessary knowledge, skills and experience to fulfil its responsibilities and achieve its objectives.	Director of HR, OD & Transformation		0	3	2
Right to Buy - To provide assurance that the systems of control in respect of the Right to Buy Scheme are adequate and are being consistently applied.	Interim Assistant Director of Housing		0	2	2
Sickness Management - There are controls in place to ensure sickness absence is managed effectively and as per Council's Policy.	Director of HR, OD & Transformation		1	4	3
Transforming Homes - To review a significant area of spend which needs to be managed and monitored to ensure contractors are providing the required service and the council is getting value for money.	Interim Assistant Director of Housing		0	0	2
Unaccompanied Asylum Seekers (Children) - To ensure Asylum Seekers who have had their application rejected, are no longer receiving financial assistance from the Council.	Assistant Director - Children's Care & Targeted Outcomes		1	2	1
Accounts Payable - All expenditure is committed, approved and accounted for in line with the organisation's financial procedure rules and creditors are paid in a timely manner in accordance with targets.	Director of Finance & IT		0	4	1
Car Parking Income - To evaluate the adequacy of risk management and control within the system and the extent to which controls have been applied, with a view to provide recommendations for improvement.	Assistant Director Highways, Fleet & Logistics	Advisory	1	7	1
Data Quality (Children's Services) - The objective of the review was to look at data collection and the quality of that data.	Assistant Director - Children's Care & Targeted Outcomes	Advisory	0	6	0

Assignment Objective	Client Lead	Opinion	Recommendations		
			H	M	L
Fleet Management - To undertake an advisory review of the Fleet management system Fleetmaster and evaluate the efficiency of the management of vehicles supplied for Environment, as well as vehicles supplied to other Services.	Assistant Director Highways, Fleet & Logistics	Advisory	0	6	1
Stores Management - To evaluate the overall efficiency of Stores Management and provide a detail understanding of the control framework, governance and risk management arrangements in place by evaluating the extent to which controls have been applied.	Assistant Director Highways, Fleet & Logistics	Advisory	3	6	3
Children's Centres - To review the revised strategy with children's centres, and ensure there are processes in place to monitor service provision and ensure the council is concentrating on the most vulnerable families, in addition to obtaining Best Value.	Corporate Director of Children's Services		0	0	2
Members Allowances - To confirm Members' Allowance is as per Thurrock Council Members' Allowance Scheme.	Assistant Director Law and Governance		0	0	1
School Catering - To ensure the service provided by Thurrock School Catering is providing good Value for Money.	Corporate Director of Children's Services		0	0	1

18 July 2019	ITEM: 7
Standards & Audit Committee	
Refresh of the Strategic/Corporate Risk and Opportunity Register	
Wards and communities affected: All	Key Decision: Non key
Report of: Andy Owen, Corporate Risk and Insurance Manager	
Accountable Assistant Director: Jonathan Wilson, Assistant Director of Finance	
Accountable Director: Sean Clark, Director of Finance and IT	
This report is a public report	

Executive Summary

One of the functions of the Standards and Audit Committee under the Terms of Reference of the Constitution is to provide independent assurance that the authority's risk management arrangements are adequate and effective.

To enable the Standards and Audit Committee to consider the effectiveness of the council's risk and opportunity management arrangements the report is presented on a bi annual basis and provides details of how the key risks and opportunities facing the authority are identified and managed.

The Corporate Risk and Insurance Manager has engaged with Services, Department Management Teams, Performance Board and Directors Board during April to June to refresh the Strategic/Corporate Risk and Opportunity Register.

This report provides Standards and Audit Committee with the key risks and opportunities identified by the review and the revised Strategic/Corporate Risk and Opportunity Register.

- 1. Recommendation(s)**
 - 1.1 That Standards and Audit Committee note the items and details contained in the Dashboard (Appendix 1).**
 - 1.2 That Standards and Audit Committee note the 'In Focus' report (Appendix 2), which highlights the higher priority items identified by the review.**

2. Introduction and Background

- 2.1 Risk and Opportunity Management (ROM) describes the planned and systematic approach used to identify, evaluate and manage the risks to and the opportunities for the achievement of the council's objectives.
- 2.2 ROM makes a significant contribution to the sound Corporate Governance arrangements to meet the requirements set out in the Account and Audit Regulations and is an important part of the council's overall Performance Management Framework.
- 2.3 In accordance with the ROM Policy Strategy and Framework regular reviews of the Strategic/Corporate Risk and Opportunity register were undertaken during 2018/19 and reported to Directors Board and Standards & Audit Committee.
- 2.4 The annual review of the council's ROM arrangements was undertaken in the last quarter of 2018/19. As part of the review the ROM Policy, Strategy and Framework were updated and reported to Standards and Audit Committee 14 March 2019, via Directors Board 26 February 2019 and Performance Board 12 February 2019.
- 2.5 The refresh of the Strategic/Corporate Risk and Opportunity Register is the first exercise under the updated ROM Framework. The Corporate Risk and Insurance Manager has engaged with Services, Department Management Teams and Performance Board during April to June to refresh the Strategic/Corporate Risk and Opportunity Register.
- 2.6 The review has resulted in some changes to the register (i.e. items updated, replaced, added or removed).

3. Issues, Options and Analysis of Options

- 3.1 The outcome of the review is shown in the Dashboard (Appendix 1), In Focus report (Appendix 2) and the following tables.
- 3.2 Appendix 1 – Dashboard
The refreshed and new items are included in the dashboard table. The dashboard provides a summary of the items in the register mapped against the council's priorities, shows the significance of the risks and opportunities, along with the developments to date and the management time frames.
- 3.3 Appendix 2 – Risks and Opportunities In Focus report
This document highlights the higher priority items identified by the review.

The rationale for items being in focus is based on the numeric value of the rating. Any risks/opportunities which are currently rated 16 or 12 automatically become in focus, and any which are currently rated 9 or 8 would be considered on a case by case basis for the in focus report.

A summary of the position for each in focus item is included below

Risk - In priority (rating) and then reference number order.

Adult Social Care Stability and Market Failure - Risk 6 (Rating: 12 Critical/Likely)

Adult Social Care has received additional funding in recent years – through a precept as part of the Council Tax and also through the Improved Better Care Fund. A significant proportion of this money has been used to stabilise the market place and deliver sustainability for care providers. This has included increasing the capacity of the contract and brokerage team to ensure contract compliance visits and monitoring to take place in a timely manner – reducing or aiding early identification of risks. The introduction of a Brokerage function has also meant that more realistic costs and fees are negotiated. In addition uplifts have been provided (as described in the risk description) to improve stability and domiciliary care has been retendered. Through the Better Care Fund, we have also been able to enhance capacity through investment in a Bridging Service and through enhancing existing services to ensure that people can come out of hospital when medically fit to do so – even when they are unable to return home. This has helped to reduce Delayed Transfers of Care and Waiting Lists.

Work is progressing to overcome current challenges. This includes developing a new model of care for domiciliary care. At the beginning of 2018, the new domiciliary care contract started with providers now well established within the Borough. Work has also taken place on alternative approaches to traditional domiciliary care, with two Wellbeing Teams developed and one already launched. Wellbeing Teams will enable us to identify the model required and will focus on enhancing Wellbeing and not just on meeting needs. It will also look at how to encourage people in to the care industry and to professionalise a caring role. In addition, Thurrock is allocated additional funding for the Winter Period which is traditionally a very difficult time for the health and care system. This means that our local system is functioning as well as possible.

Further work will continue during 19-20 that will contribute towards the stability and sustainability of the market place – including diversification. Despite this, the risk of market failure remains high.

CSC, Service Standards & Inspection Outcome - Risk 7 (Rating: 12 Critical/Likely)

This risk evaluates the impact of increased demand and resource pressures on children's social care quality of service and provision. The pressures outlined throughout previous years remain acute. They include increased volumes, increased complexity and ongoing activity to review high cost placements. The implementation of the early help service model and the Thurrock multi-agency safeguarding hub (MASH) has been successful. The service continues to maximize the external investment and opportunities presented through the Troubled Families Programme and continuously measures impact of the MASH. Ongoing savings to be made across Children's Services including from the Children's Social care budget will be risk assessed to mitigate the impact on front line services.

The service is demand led and cannot fail to respond to the needs of a child due to budget or resource constraints. Changes on a local, regional and national level can have a significant impact on the demand for services. War and international factors can result in an unplanned increase in the number of unaccompanied asylum seeking children or families with no recourse to public funds. Geographical movement of families across the Eastern Region and London can see a rise in families needing services, including large sibling groups. An incident of civil disorder could result in more young people being placed in custody and a resulting increase in remand costs to the local authority. Areas for improvement have been identified in the Ofsted (SIF) 2016 and the focused visit in 2018

The level and complexity of some children and young people's needs and the lack of available national resources (specialist placements) to meet those needs is driving up cost pressures. As the Council continues to improve practice regarding the identification and tackling of Child Sexual Exploitation there is an increase in demand for service provision in terms of intervention; prevention and victim support. Current and new duties in terms of radicalization also place pressures on the service in terms of workforce capacity. Trends can be predicted based on previous levels of demand but these are subject to variance.

The pressures outlined above will not be alleviated in the short term and the risk rating will remain at the higher (red) level for the period covered.

CSC, Safeguarding & Protecting Children & YP - Risk 8 (Rating: 12 Critical/Likely)

The nature of the work in terms of safeguarding and supporting children at risk of harm means that this will always be a high risk area although through the application of the S.E.T (Southend, Essex

& Thurrock) Child Protection procedures the department actively works to mitigate this risk and reduce the likelihood.

The risk of children and young people coming to harm cannot be completely eliminated and the risk level needs to remain high and ensure clear vigilance across the council and partner agencies. New and emerging risk factors will arise and there is always a potential for agencies 'not knowing, what they don't know' that needs to be guarded against.

Embedding the Multi Agency Safeguarding Hub and Early Offer of Help has supported earlier identification of risk through a multi-agency approach enabling the department to work to intervene at an earlier stage and reduce the risk of harm in some cases. The development and implementation of the Thurrock Local Safeguarding Children Partnership arrangements will further improve the inter-agency arrangements to safeguard and promote the welfare of children and young people living in Thurrock.

The impact for individual children and families, particularly in cases of child death is significant and whilst actions to reduce the likelihood are implemented the impact will remain as critical. There is also a critical impact score in terms of reputational damage should a child death or serious injury occur.

The ongoing nature of risk in child protection and safeguarding is such that despite effective mitigation the acknowledgement of the risk needs to remain high and will not reduce. This is not to say that the risks are unmanageable but for effective management the gravity and complexity of the risk needs to be acknowledged.

Within the context of this work we have a high level and critical risk that is being proactively managed. The management of the risk across partner agencies is reducing the likelihood of such risk, where the potential for such risks are known but cannot reduce the potential magnitude for the child in incidents such as child death or permanent disability. The unknown element of risk for families not known to the service means that overall the likelihood remains high. Families are also not static and risk is a constant changing variable within known families.

Managing this risk places inherent pressures on the Children's Social Care budget as a demand led budget. Effective demand and resource management remain a priority for the service within an overriding context of keeping children safe.

Risk will remain constant throughout the period covered.

Property Ownership Liability - Risk 12

(Rating: 12 Critical/Likely)

There has been a long standing lack of clarity over the roles and responsibilities regarding building compliance between the different departments, particularly where the building involves activities crossing more than one discipline within the council. In April 2016, DB approved a proposal to move to a Corporate Landlord model whereby the Corporate Property Team will take on direct management responsibility for all operational properties (excluding HRA properties and parks etc). Under this arrangement all Council properties (except for HRA and Parks) will be transferred on a phased basis.

The review of the property service by EELGA (East of England LGA) highlighted an action to review the compliance of Council buildings which is underway. This work has been prioritised by the Assistant Director of Property. The libraries have moved to a new corporate function for repair and maintenance planning – budgets were transferred centrally in the 2018/19 financial year.

Apelona are undertaking condition and compliance surveys on 16 corporate landlord buildings. Condition and compliance surveys are also being undertaken on void properties, village halls and properties where a public facing and vulnerable user group are present ensuring that the buildings are surveyed in a priority order against a perceived risk to users. Initial findings are of a concern however and remedial works are planned to address. Training has been undertaken by members of the team on compliance liability to ascertain risk areas and make informed decisions.

The delay in implementing a restructure places the burden upon a transition of agency building surveyors using paper formatting as the database has been delayed due to the stop placed on the recruitment of personnel to populate data into the system direct.

The handing over of buildings to Corporate Property is being done on an ad hoc basis with no formal documentation on compliance, utilities, occupational data and operational costs. On some occasions a tertiary budget is transferred but the resource to deal is not and the management of

the asset is failing.

Records regarding the cut off of utilities are poor particularly in properties that are vacant and liable to unauthorised trespass.

The delay in implementing the Property procedure rules, Asset management strategy and full implementation of the asset management data base has increased the considered risk rating.

Fraud - Risk 20

(Rating: 12 Critical/Likely)

The Counter Fraud & Investigation service has an organisational-wide strategy and proactive work plan to monitor and manage the identified risks. A persistent training and education regime is in place, where experts from the service work with staff, contractors, Members and in the council's supply chain to identify and mitigate the risks, and increase awareness.

The council has current and effective policies on Counter Fraud, Bribery & Corruption and Money Laundering which are kept under constant review. These policies acknowledge the threats and install an action plan in identified incidents including, civil & criminal litigation and redress to recover any identified losses. Any control weaknesses identified in investigations are rectified in collaboration with the affected services and Internal Audit through SMART Action Plans.

Business Continuity Planning - Risk 24

(Rating: 12 Critical/Likely)

The risk evaluates the position if business continuity plans are not coordinated and maintained, which would lead to service delivery arrangements across the council being ineffective in times of a disruption affecting the council and Thurrock e.g. loss of ICT, loss of use of the Civic Offices.

Oversight of Business Continuity Management is now being provided by Performance Board. The list of current Business Continuity Plans (BCPs) and critical functions has been updated and will form the basis of ongoing review process by Performance Board and service areas. BCPs are the responsibility of individual service areas.

The Strategic Business Continuity Plan has now been updated and links as appropriate have been made with the emergency planning team. However, Performance Board are continuing their work with services to confirm all areas have up to date BCPs so until that work has concluded, the risk rating will remain the same. Work is also ongoing to update the BCP template and to rollout to DMTs and managers.

Delivery of Capital Projects - Risk 15

(Rating: 12 Substantial/Very Likely)

The Thurrock growth programme crosses many disciplines within the Council. It requires significant programme management capacity from the Regeneration team to lead the programme alongside a joined up approach with other areas of the authority to ensure that relevant specialisms are brought in as required and programmes and strategies are complementary. Investment needs to be committed to project development stages before outputs and benefits are realised, significant levels of funding are committed at risk to prove feasibility and investment then needs to continue to secure the benefits from the initial funding. External funding is committed to numerous projects, whilst this reduces the financial burden to the Council compliance with funding agreements must be achieved to ensure the Council is not exposed financially via claw back mechanisms. Projects span numerous financial years and have to be able to respond to changing market, policy and financial conditions. Strong project and programme managers are essential to ensuring that delivery stays on track and investment secures value for money outputs. Increasing resource capacity in the team via Matrix adverts has proven problematic and resourcing has now reached a critical level which threatens the successful delivery of the growth agenda.

Opportunity - In priority (rating) and then reference number order.

Treasury Management/Investment Strategy - Opportunity 19a (Rating: 12 Exceptional/Likely)

Investments identified as having the greater ability to make significant income with the minimum of impact on service provision. Treasury Management and Investment Strategy established. Review undertaken and reported to Council Feb 2019.

- 3.4 For members information the Criteria Guide for Impact and Likelihood levels are included under Appendix 3 to show the guidelines used to rate and prioritise the items.

- 3.5 A number of items have been removed or replaced as a result of the exercise and the details are summarised in the following table:

Risk - In alphabetical order

<p>Employee Engagement & Capacity for Change Managing change is a core focus of the Corporate and Directorate Staff Survey action plans and monitored through DMT's. A lot of work has been undertaken and is ongoing in relation to staff engagement and change since the staff survey. An annual training plan has been produced incorporating change and engagement programmes. Change champions are identified for projects as well as appropriate stakeholders. Work continues on the Pulse Survey which is due to be published in September 2019. Engagement and management of change is now considered a business as usual activity, monitored by the People & OD team through the various projects. Risk remains low and removed from the register for 2019/20.</p>
<p>Health & Social Care Transformation Strategic opportunities with regard to health & social care transformation considered. Old risk item which focused on the potential failure of the transformation programme replaced by new opportunity/management action plan documentation from 2019/20.</p>
<p>Investment in Growth Wider investment in growth opportunities considered, along with current funding streams. Old opportunity which focussed on South East Local Enterprise Partnership (SELEP) replaced by new opportunity/management action plan documentation from 2019/20</p>
<p>Sickness Absence The risk to the organisation based on current sickness levels is low and both short and long term sickness absences are being robustly managed on an ongoing basis. Better management has been identified through improving KPI's around return to work completion time over Q4 of 2018/19 and a more robust process of monitoring manager compliance with policy. The management of sickness absence to remain as business as usual activity, monitored through people KPI's and performance management processes. Risk removed from the register for 2019/20.</p>
<p>Thurrock Growth Programme Wider growth programme opportunities considered. Old opportunity which focussed on NNDR advantages associated with growth replaced by new opportunity/management action plan documentation from 2019/20</p>
<p>Thurrock Regeneration Ltd (TRL) Strategic objectives and opportunities with regard to TRL considered. Old item replaced by new opportunity/management action plan documentation from 2019/20 to provide a more strategic/longer term view of the programme.</p>

- 3.6 The whole register has been filed on Objective under the shared file for Risk and Opportunity Management

4. Reasons for Recommendation

- 4.1 One of the functions of the Standards and Audit Committee under the Terms of Reference of the Constitution is to provide independent assurance that the authority's risk management arrangements are adequate and effective
- 4.2 To enable the Standards and Audit Committee to consider the effectiveness of the council's risk and opportunity management arrangements the report is presented on a bi annual basis and provides details of how the key risks and opportunities facing the authority are identified and managed.

5. Consultation (including Overview and Scrutiny, if applicable)

- 5.1 The Corporate Risk and Insurance Manager has engaged with Services, Department Management Teams, Performance Board and Directors Board to refresh the Strategic/Corporate Risk and Opportunity Register.
- 5.2 The refreshed Strategic/Corporate Risk and Opportunity Register was presented to Directors Board 2 July 2018, via Performance Board representatives 18 June 2019.

6. Impact on corporate policies, priorities, performance and community impact

- 6.1 ROM is recognised as a good management practice and how successful the council is in managing the risks and opportunities it faces will have a major impact on the achievement of the council's priorities and objectives.

7. Implications

7.1 Financial

Implications verified by: **Dammy Adewole**
Senior Management Accountant

Effective risk and opportunity management and the processes underpinning it will provide a more robust means to identify, manage and reduce the likelihood of financial claims and/or loss faced by the council.

7.2 Legal

Implications verified by: **Tim Hallam**
Deputy Head of Law & Deputy Monitoring Officer

Effective risk and opportunity management and the processes underpinning it will provide a more robust means to identify, manage and reduce the likelihood of legal claims or regulatory challenges against the council

7.3 Diversity and Equality

Implications verified by: **Rebecca Price**
Community Development Officer

The management of risk and opportunities provides an effective mechanism for monitoring key equality and human right risks associated with a range of service and business activities undertaken by the council. It also provides a method for reducing the likelihood of breaching our statutory equality duties.

- 7.4 **Other implications** (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

Risk and opportunity management contributes towards the council meeting the requirements of Corporate Governance and the Account & Audit Regulations.

- 8. Background papers used in preparing the report** (including their location on the Council's website or identification whether any are exempt or protected by copyright):

Strategic/Corporate Risk and Opportunity Register, April 2019. The document can be accessed via the following shared Risk and Opportunity Management file on Objective: <https://edrms.thurrock.gov.uk:443/id:fA1213633>

- 9. Appendices to the report**

Appendix 1 - Dashboard
Appendix 2 - In Focus report
Appendix 3 - Criteria Guide for Impact and Likelihood

Report Author:

Andy Owen
Corporate Risk and Insurance Manager

Risks									
Risk Ref / Priority	Risk Heading	Director / Head of Service	Previous Ratings			Latest Rating	DOT	Forecast	
			In Qtr 1 (2018/19)	Mid Year (2018/19)	In Qtr 4 (2018/19)	In Qtr 1 (2019/20)		Rating	Date
People - A borough where people of all ages are proud to work and play, live and stay									
• High quality, consistent and accessible public services which are right first time									
5	Fire Safety Housing Stock	Carol Hinvest	8	8	8	8	➔	8	*31/03/20
9	Emergency Planning	Gavin Dennett	6	6	6	6	➔	6	*31/03/20
17	ICT Disaster Recovery Planning	Andy Best	9	9	9	9	➔	4	30/06/19
18	Cyber Security	Andy Best	9	6	6	6	➔	6	30/06/19
20	Fraud	David Kleinberg	12	12	12	12	➔	12	*31/03/20
24	Business Continuity Planning	Performance Board	12	12	12	12	➔	8	*31/03/20
• Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing									
2	Welfare Reforms	Carol Hinvest	9	9	9	9	➔	9	*31/03/20
4	Housing Needs and Homelessness	Carol Hinvest	9	9	9	9	➔	9	*31/03/20
6	ASC Stability and Market Failure	Les Billingham	12	12	12	12	➔	12	*31/03/20
7	CSC Service Standards & Inspection Outcome	Sheila Murphy	12	12	12	12	➔	12	*31/03/20
8	CSC Safeguarding & Protecting Children & Young People	Sheila Murphy	12	12	12	12	➔	12	*31/03/20
Place - A heritage-rich borough which is ambitious for its future									
• Roads, houses and public spaces that connect people and places									
4	Lower Thames Crossing	Anna Eastgate	9	9	9	9	➔	9	*31/03/20
16	Local Plan	Andy Millard	9	9	9	9	➔	9	*31/03/20
22	Highway Funding and Standard	Julie Nelder	9	9	6	6	➔	6	*31/03/20
• Fewer public buildings with better services									
12	Property Ownership Liability	Michelle Thompson	8	8	12	12	➔	8	*31/03/20
Prosperity - A borough which enables everyone to achieve their aspirations									
• Attractive opportunities for businesses and investors to enhance the local economy									
15	Delivery of Capital Projects	Detlev Munster	9	9	12	12	➔	12	*30/09/19
• Commercial, entrepreneurial and connected public services									
19b	Treasury Management & Investment Strategy	Sean Clark	8	8	8	8	➔	8	*28/02/20
All Priorities - People, Place & Prosperity									
25	Political Balance of the Council	Karen Wheeler	8	8	8	8	➔	6	31/03/20
26	Impact of UK Withdrawal from EU	Karen Wheeler	-	12	12	9	↓	6	31/10/19

Footnote: Forecast Date: Retained = The risk is managed to the required level (risk appetite) but ongoing monitoring/review required via the S/C R&O Register.
 Removed = The risk is removed from the S/C R&O Register (e.g. risk realised or managed to the required level - risk appetite). For items managed to the required level any ongoing monitoring to be undertaken by Dept., if needed.
 * = The date applies to when the risk/management action plan documentation will be refreshed (e.g. used for medium/long term risks, where the risk circumstances are expected to change over a period of time).
 Priority: **Red** = High, **Amber** = Medium, **Green** = Low. Ratings: Lower is best DOT: Latest v Previous Rating (➔ Static, ↑ Increased, ↓ Decreased)

Page 39

Opportunities									
Opp Ref / Priority	Opportunity Heading	Director / Head of Service	Previous Ratings			Latest Rating	DOT	Forecast	
			In Qtr 1 (2018/19)	Mid Year (2018/19)	In Qtr 4 (2018/19)	In Qtr 1 (2019/20)		Rating	Date
People - A borough where people of all ages are proud to work and play, live and stay									
• High quality, consistent and accessible public services which are right first time									
21	Digital Council Programme	Jackie Hinchliffe	9	9	9	9	➔	9	*31/03/20
• Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing									
1	Health & Social Care Transformation (new)	Les Billingham	-	-	-	6	N/A	12	31/03/22
3	Alignment of Libraries and Community Hubs	Natalie Warren	9	9	9	9	➔	12	30/09/20
Place - A heritage-rich borough which is ambitious for its future									
• Roads, houses and public spaces that connect people and places									
10	Thurrock Regeneration Ltd (new)	Helen McCabe	-	-	-	6	N/A	12	*31/03/21
Prosperity - A borough which enables everyone to achieve their aspirations									
• Attractive opportunities for businesses and investors to enhance the local economy									
11	Investment in Growth	Stephen Taylor	8	8	8	8	➔	8	*31/03/20
13	Thurrock Growth Programme (new)	Stephen Taylor	-	-	-	6	N/A	6	*31/03/20
23	Raising Thurrock's Profile & Image	Karen Wheeler	9	9	9	9	➔	12	31/03/20
• Commercial, entrepreneurial and connected public services									
9a	Treasury Management & Investment Strategy	Sean Clark	12	12	12	12	➔	12	*28/02/20

Page 40

Footnote: Forecast Date: Retained = The opportunity is managed to the required level but ongoing monitoring/review required via the S/C R&O Register.
 Removed = The opportunity is removed from the S/C R&O Register (e.g. opportunity realised or managed to the required level). For items managed to the required level any ongoing monitoring to be undertaken by Dept., if needed.
 * = The date applies to when the opportunity/management action plan documentation will be refreshed (e.g. used for medium/long term opportunities, where the opportunity circumstances are expected to change over a period of time).
 Priority: **Gold** = High, **Silver** = Medium, **Bronze** = Low. Ratings: Higher is best DOT: Latest v Previous Rating (➔ Static, ⬆ Increased, ⬇ Decreased)

Strategic/Corporate Risk & Opportunity Register April 2019

In Focus Report

The Items are Split Between Risk & Opportunity and Listed in Priority (Rating) and then Reference Number Order.

Risks In Focus

UNMANAGED / INHERENT RISK

Risk Description		Risk Owner						
<p>The risk is that a combination of on-going pressures will result in lack of stability in the care market place resulting ultimately in market failure. Whilst the Council has given additional resource in the form of uplifts, they fall short of what is requested. The domiciliary care rate has been increased with the retender of the domiciliary care contract – this has resulted in greater stability, but difficulties remain. For example, issues concerning recruitment and retention. Hospital capacity is still an issue, but our ability to move people on more quickly has increased as a result of increased investment arising from additional adult social care monies – e.g. improved better care fund and social care precept. The additional funding is however limited which is likely to be an additional risk to stability. There is also a risk that additional capacity is used inappropriately as a backstop due to lack of capacity in domiciliary care. For providers, fees and rates are still an issue and as a result – compounded by the National Living Wage, and despite activity over the last 18 months, the risk of failure is still very real.</p>		Les Billingham						
Link to Corporate Priority								
<p>People - A borough where people of all ages are proud to work and play, live and stay - Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing.</p>								
Inherent Risk Rating	Date:	13/05/2019	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16

DASHBOARD

Inherent Risk Rating & Date: 13/05/2019	Residual Risk Rating as at: 13/05/2019	Residual Risk Rating as at:	Residual Risk Rating as at:	Residual Risk Rating as at:	Forecast Risk Rating & Date: 31/03/2020
<p>16</p> <p>Impact</p>	<p>Impact</p>	<p>Impact</p>	<p>Impact</p>	<p>Impact</p>	<p>Impact</p>

Comments
<p>Adult Social Care has received additional funding in recent years – through a precept as part of the Council Tax and also through the Improved Better Care Fund. A significant proportion of this money has been used to stabilise the market place and deliver sustainability for care providers. This has included increasing the capacity of the contract and brokerage team to ensure contract compliance visits and monitoring to take place in a timely manner – reducing or aiding early identification of risks. The introduction of a Brokerage function has also meant that more realistic costs and fees are negotiated. In addition uplifts have been provided (as described in the risk description) to improve stability and domiciliary care has been retendered. Through the Better Care Fund, we have also been able to enhance capacity through investment in a Bridging Service and through enhancing existing services to ensure that people can come out of hospital when medically fit to do so – even when they are unable to return home. This has helped to reduce Delayed Transfers of Care and Waiting Lists.</p>

Work is progressing to overcome current challenges. This includes developing a new model of care for domiciliary care. At the beginning of 2018, the new domiciliary care contract started with providers now well established within the Borough. Work has also taking place on alternative approaches to traditional domiciliary care, with two Wellbeing Teams developed and one already launched. Wellbeing Teams will enable us to identify the model required and will focus on enhancing Wellbeing and not just on meeting needs. It will also look at how to encourage people in to the care industry and to professionalise a caring role. In addition, Thurrock is allocated additional funding for the Winter Period which is traditionally a very difficult time for the health and care system. This means that our local system is functioning as well as possible.

Further work will continue during 19-20 that will contribute towards the stability and sustainability of the market place – including diversification. Despite this, the risk of market failure remains high.

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place								Date Implemented
1. New Domiciliary Care Contract 2. Uplifts for providers 3. Development of New Model of Care – Wellbeing Teams 4. Prevention agenda – e.g. Stronger Together, identification and management of Long Term Conditions, Enhanced Primary Care 5. Market Development Strategy 6. Market Diversification – e.g. through Micro Enterprises, Shared Lives 7. Better Care Together Health and Social Care Transformation Programme								In place or ongoing
Residual Risk Rating	Date:	13/05/2019	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

FURTHER ACTION / FORECAST RISK / REVISED RESIDUAL RISK

Further Management or Mitigating Action		Implementation Date	Progress					
8. Implementation of Wellbeing Teams pilot 9. Evaluation of Wellbeing Teams pilot 10. Review use of Better Care Fund for 2019-23 11. Review of Winter Planning 12. Market Place Diversification		Throughout 2019/20						
Forecast Risk Rating	Forecast Date:	Refresh 31/03/2020	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12
Revised Residual Risk Rating	Date:		Impact:		Likelihood:		Rating:	

UNMANAGED / INHERENT RISK

Risk Description							Risk Owner	
Failure to manage the increases in demand and budget/resource pressures for Children's Social Care could lead to a breakdown in the quality or performance of the service provided to vulnerable children and results in less favourable outcomes from inspection and damage to reputation of the service does meet the required standards							Sheila Murphy	
Link to Corporate Priority								
People - A borough where people of all ages are proud to work and play, live and stay – Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing.								
Inherent Risk Rating	Date:	16/04/2019	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16

DASHBOARD

Inherent Risk Rating & Date: 16/04/2019	Residual Risk Rating as at: 16/04/2019	Residual Risk Rating as at:	Residual Risk Rating as at:	Residual Risk Rating as at:	Forecast Risk Rating & Date: 31/03/2020

Comments
<p>This risk evaluates the impact of increased demand and resource pressures on children's social care quality of service and provision. The pressures outlined throughout previous years remain acute. They include increased volumes, increased complexity and ongoing activity to review high cost placements. The implementation of the early help service model and the Thurrock multi-agency safeguarding hub (MASH) has been successful. The service continues to maximize the external investment and opportunities presented through the Troubled Families Programme and continuously measures impact of the MASH. Ongoing savings to be made across Children's Services including from the Children's Social care budget will be risk assessed to mitigate the impact on front line services.</p> <p>The service is demand led and cannot fail to respond to the needs of a child due to budget or resource constraints. Changes on a local, regional and national level can have a significant impact on the demand for services. War and international factors can result in an unplanned increase in the number of unaccompanied asylum seeking children or families with no recourse to public funds. Geographical movement of families across the Eastern Region and London can see a rise in families needing services, including large sibling groups. An incident of civil disorder could result in more young people being placed in custody and a resulting increase in remand costs to the local authority. Areas for improvement have been identified in the Ofsted (SIF) 2016 and the focused visit in 2018</p> <p>The level and complexity of some children and young people's needs and the lack of available national resources (specialist placements) to meet those needs is driving up cost</p>

pressures. As the Council continues to improve practice regarding the identification and tackling of Child Sexual Exploitation there is an increase in demand for service provision in terms of intervention; prevention and victim support. Current and new duties in terms of radicalization also place pressures on the service in terms of workforce capacity. Trends can be predicted based on previous levels of demand but these are subject to variance.

The pressures outlined above will not be alleviated in the short term and the risk rating will remain at the higher (red) level for the period covered.

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place							Date Implemented	
1. Quality Assurance and Safeguarding functions are in place and robustly applied. Functions extended to include the establishment of a Development Board.							Ongoing	
2. Trix Policies and Procedures have been introduced across Children's Social care. All procedures are subject to review and updating.							Ongoing	
3. Joint delivery of the 'Early Offer of Help Strategy' and associated services are now embedded to meet the new the duty placed on Council's to coordinate an early offer of help to families who do not meet the criteria for social care services and ensure that the 'step down and step up' processes are robustly managed.							Ongoing	
4. Internal quality assurance audits to evidence appropriate application of thresholds. .							Ongoing	
5. Ongoing data analysis to enable us to benchmark and target areas for improvement; complete redesign of PKI and trends analysis.							Ongoing	
6. Ongoing inspections and action plans to address recommendations included in inspection reports. Updated October 2018.							Ongoing	
Residual Risk Rating	Date:	16/04/2019	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

FURTHER ACTION / FORECAST RISK / REVISED RESIDUAL RISK

Further Management or Mitigating Action		Implementation Date	Progress					
7. Ongoing implementation and/or application of actions 1 - 6 above.		From Apr 2019						
Forecast Risk Rating	Forecast Date:	Refresh 31/03/2020	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12
Revised Residual Risk Rating	Date:		Impact:		Likelihood:		Rating:	

UNMANAGED / INHERENT RISK

Risk Description							Risk Owner		
Failure to ensure that all children and young people in need of help or protection are safeguarded and supported could result in them not achieving their full potential and increasing the risk of a child death or serious injury.							Sheila Murphy		
Link to Corporate Priority									
People – A borough where people of all ages are proud to work and play, live and stay – Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing.									
Inherent Risk Rating		Date:	16/04/2019	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16

DASHBOARD

Inherent Risk Rating & Date: 16/04/2019	Residual Risk Rating as at: 16/04/2019	Residual Risk Rating as at:	Residual Risk Rating as at:	Residual Risk Rating as at:	Forecast Risk Rating & Date: 31/03/2020
<p>Page 47 of 47</p>					

Comments

The nature of the work in terms of safeguarding and supporting children at risk of harm means that this will always be a high risk area although through the application of the S.E.T (Southend, Essex & Thurrock) Child Protection procedures the department actively works to mitigate this risk and reduce the likelihood.

The risk of children and young people coming to harm cannot be completely eliminated and the risk level needs to remain high and ensure clear vigilance across the council and partner agencies. New and emerging risk factors will arise and there is always a potential for agencies 'not knowing, what they don't know' that needs to be guarded against.

Embedding the Multi Agency Safeguarding Hub and Early Offer of Help has supported earlier identification of risk through a multi-agency approach enabling the department to work to intervene at an earlier stage and reduce the risk of harm in some cases. The development and implementation of the Thurrock Local Safeguarding Children Partnership arrangements will further improve the inter-agency arrangements to safeguard and promote the welfare of children and young people living in Thurrock.

The impact for individual children and families, particularly in cases of child death is significant and whilst actions to reduce the likelihood are implemented the impact will remain as critical. There is also a critical impact score in terms of reputational damage should a child death or serious injury occur.

The ongoing nature of risk in child protection and safeguarding is such that despite effective mitigation the acknowledgement of the risk needs to remain high and will not reduce.

This is not to say that the risks are unmanageable but for effective management the gravity and complexity of the risk needs to be acknowledged.

Within the context of this work we have a high level and critical risk that is being proactively managed. The management of the risk across partner agencies is reducing the likelihood of such risk, where the potential for such risks are known but cannot reduce the potential magnitude for the child in incidents such as child death or permanent disability. The unknown element of risk for families not known to the service means that overall the likelihood remains high. Families are also not static and risk is a constant changing variable within known families.

Managing this risk places inherent pressures on the Children's Social Care budget as a demand led budget. Effective demand and resource management remain a priority for the service within an overriding context of keeping children safe.

Risk will remain constant throughout the period covered.

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place								Date Implemented
1. Local Safeguarding Children's Board arrangements established								Up to Apr 2019
2. Application of the Southend, Essex & Thurrock Child Protection procedures								Ongoing
3. Quality assurance and safeguarding function of Children's Social Care.								Ongoing
4. Legal framework and court action								Ongoing
5. Continue to strengthen the Thurrock Multi Agency Safeguarding Hub introduced Sept 2014 and services commissioned as part of the Early Offer of Help strategy								Ongoing
6. Case Audits								Ongoing
7. Quality assurance framework								Ongoing
8. Improvement plan in line with Ofsted inspection and iMPower consultation								From Feb 2016
9. Development of new safeguarding arrangements to meet statutory requirements								Nov 2017 - Feb 2019
Residual Risk Rating	Date:	16/04/2019	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

FURTHER ACTION / FORECAST RISK / REVISED RESIDUAL RISK

Further Management or Mitigating Action		Implementation Date	Progress					
10. Ongoing implementation and/or application of actions 2-8 above		From Apr 2019						
11. Implementation of Thurrock Local Safeguarding Children Partnership arrangements.		May 2019						
Forecast Risk Rating	Forecast Date:	Refresh 31/03/2020	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12
Revised Residual Risk Rating	Date:		Impact:		Likelihood:		Rating:	

UNMANAGED / INHERENT RISK

Risk Description		Risk Owner						
The Council is a significant owner and user of operational property and ensuring that buildings comply with appropriate statutory, regulatory and corporate standards is a significant challenge. In addition to the direct consequences of any incident arising from buildings non-compliance, the Council could be faced with damage to its reputation, financial loss, and individual officers facing legal proceedings and in the worst case, the loss of lives of building users. It is therefore imperative that systems are in place to ensure compliance and manage these risks.		Michelle Thompson Property Manager						
Link to Corporate Priority								
Place – A heritage-rich borough which is ambitious for its future. Fewer public buildings with better services People – A borough where people of all ages are proud to work and play, live and stay – High quality, consistent and accessible public services which are right first time.								
Inherent Risk Rating	Date:	30/05/2019	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

DASHBOARD

Inherent Risk Rating & Date: 30/05/2019	Residual Risk Rating as at: 30/05/2019	Residual Risk Rating as at:	Residual Risk Rating as at:	Residual Risk Rating as at:	Forecast Risk Rating & Date: 31/03/2020

Comments
<p>There has been a long standing lack of clarity over the roles and responsibilities regarding building compliance between the different departments, particularly where the building involves activities crossing more than one discipline within the council. In April 2016, DB approved a proposal to move to a Corporate Landlord model whereby the Corporate Property Team will take on direct management responsibility for all operational properties (excluding HRA properties and parks etc). Under this arrangement all Council properties (except for HRA and Parks) will be transferred on a phased basis.</p> <p>The review of the property service by EELGA highlighted an action to review the compliance of Council buildings which is underway. This work has been prioritised by the Assistant Director of Property. The libraries have moved to a new corporate function for repair and maintenance planning – budgets were transferred centrally in the 2018/19 financial year.</p> <p>Apelona are undertaking condition and compliance surveys on 16 corporate landlord buildings. Condition and compliance surveys are also being undertaken on void properties, village halls and properties where a public facing and vulnerable user group are present ensuring that the buildings are surveyed in a priority order against a perceived risk to users. Initial findings are of a concern however and remedial works are planned to address. Training has been undertaken by members of the team on compliance liability to</p>

ascertain risk areas and make informed decisions.

The delay in implementing a restructure places the burden upon a transition of agency building surveyors using paper formatting as the database has been delayed due to the stop placed on the recruitment of personnel to populate data into the system direct.

The handing over of buildings to Corporate Property is being done on an ad hoc basis with no formal documentation on compliance, utilities, occupational data and operational costs. On some occasions a tertiary budget is transferred but the resource to deal is not and the management of the asset is failing.

Records regarding the cut off of utilities are poor particularly in properties that are vacant and liable to unauthorised trespass.

The delay in implementing the Property procedure rules, Asset management strategy and full implementation of the asset management data base has increased the considered risk rating

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place								Date Implemented
1. Corporate Health and Safety Committee in place								Ongoing
2. Asset Management Strategy compiled and final draft awaiting DB approval								2018
3. Comprehensive Asbestos Register in place – review being undertaken to ensure accurate building information in place								2018
4. Property Procedure Rules compiled and implemented								Ongoing
5. Scheme of Delegations reviewed, amended and implemented								Ongoing
6. Restructure of Regeneration and Assets Service								From Mar 2019
7. First phase of budget transfer (libraries) undertaken.								June 2018
8. Implementation of planned maintenance for first phase (libraries)								June 2018
9. Regular updates on progress and compliance presented to Property Board								July 2018
10. Retain, Release, Reuse programme for assets implemented								June 2018
11. Implementation of new asset management database to capture all assets and information in one central core								June 2018
12. Corporate Landlord Working Group established								2018
Residual Risk Rating	Date:	30/05/2019	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

FURTHER ACTION / FORECAST RISK / REVISED RESIDUAL RISK

Further Management or Mitigating Action			Implementation Date	Progress				
13. Ongoing implementation and/or application of actions 1 - 12 above			From Apr 2019					
Forecast Risk Rating	Forecast Date:	Refresh 31/03/2020	Impact:	Critical (4)	Likelihood:	Unlikely (2)	Rating:	8
Revised Residual Risk Rating	Date:		Impact:		Likelihood:		Rating:	

UNMANAGED / INHERENT RISK

Risk Description							Risk Owner	
<p>The Council is responsible for and provides a wide range of functions and services.</p> <p>There is a risk that the Authority experiences significant incidents of fraud, bribery, corruption or other economic crime as well as cases of money laundering. This can subsequently result in losses from the delivery of Council functions and services.</p>							David Kleinberg	
Link to Corporate Priority								
People – a borough where people of all ages are proud to work and play, live and stay. High quality, consistent and accessible public services which are right first time.								
Inherent Risk Rating	Date:	23/05/2019	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16

DASHBOARD

Inherent Risk Rating & Date: 23/05/2019	Residual Risk Rating as at: 23/05/2019	Residual Risk Rating as at:	Residual Risk Rating as at:	Residual Risk Rating as at:	Forecast Risk Rating & Date: 31/03/2020

Comments
<p>The Counter Fraud & Investigation service has an organisational-wide strategy and proactive work plan to monitor and manage the identified risks. A persistent training and education regime is in place, where experts from the service work with staff, contractors, Members and in the council's supply chain to identify and mitigate the risks, and increase awareness.</p> <p>The council has current and effective policies on Counter Fraud, Bribery & Corruption and Money Laundering which are kept under constant review. These policies acknowledge the threats and install an action plan in identified incidents including, civil & criminal litigation and redress to recover any identified losses. Any control weaknesses identified in investigations are rectified in collaboration with the affected services and Internal Audit through SMART Action Plans.</p>

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place								Date Implemented
1. Establishment & proactive enhancement of CFID								Nov 2014
2. Fraud and Corruption Policy established and maintained from 2014								From 2014
3. Counter Fraud Work Plan established and maintained								2017
4. Regular review of policies and procedures from within the council to ensure that it can prevent, detect and deter and fraud and other economic crime.								From Nov 2014
5. Counter Fraud and Money Laundering Policies Established and maintained.								2017
6. Corporate-wide Bribery & Corruption Risk Review								From Oct 2018
7. Corporate-wide Cyber Crime Risk Review								From Dec 2018
8. Fraud risk matrix/loss assessment development and roll out								From Jul 2018
9. Review of supply chain against identified national crime risks								Oct 2018
10. Ad-hoc services to prevent/detect fraud (e.g. operations to prevent/detect housing tenancy fraud, counter money laundering & social care fraud)								From Oct 2018
11. Enhanced intelligence programme								Feb 2019
Residual Risk Rating	Date:	23/05/2019	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

FURTHER ACTION / FORECAST RISK / REVISED RESIDUAL RISK

Further Management or Mitigating Action			Implementation Date	Progress				
12. Ongoing application of actions 1-11 above			From Apr 2019					
Forecast Risk Rating	Forecast Date:	Refresh 31/03/2020	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12
Revised Residual Risk Rating	Date:		Impact:		Likelihood:		Rating:	

UNMANAGED / INHERENT RISK

Risk Description							Risk Owner		
Failure of the council and / or service managers to coordinate and maintain business continuity plans would lead to service delivery arrangements across the council being ineffective in times of a disruption affecting the council and Thurrock.							Performance Board		
Link to Corporate Priority									
People - A borough where people of all ages are proud to work and place, live and stay – High quality, consistent and accessible public services which are right first time.									
Inherent Risk Rating		Date:	01/04/2019	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

DASHBOARD

Inherent Risk Rating & Date: 01/04/2019	Residual Risk Rating as at: 01/04/2019	Residual Risk Rating as at:	Residual Risk Rating as at:	Residual Risk Rating as at:	Forecast Risk Rating & Date: 31/03/2020
<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>

Comments
<p>The risk evaluates the position if business continuity plans are not coordinated and maintained, which would lead to service delivery arrangements across the council being ineffective in times of a disruption affecting the council and Thurrock e.g. loss of ICT, loss of use of the Civic Offices.</p> <p>Oversight of Business Continuity Management is now being provided by Performance Board. The list of current BCPs and critical functions has been updated and will form the basis of ongoing review process by Performance Board and service areas. BCPs are the responsibility of individual service areas.</p> <p>The Strategic Business Continuity Plan has now been updated and links as appropriate have been made with the emergency planning team. However, Performance Board are continuing their work with services to confirm all areas have up to date BCPs so until that work has concluded, the risk rating will remain the same. Work is also ongoing to update the BCP template and to rollout to DMTs and managers.</p>

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place								Date Implemented
1. BC Review of Team function – Review of BC team undertaken. Decision taken to transfer the BC function from the Emergency Planning Team to Service managers with effect from 1 April, 2015								April 2015
2. Business Impact Analysis undertaken by Service Areas to identify (i) Priority functions and the time frames for reinstatement (ii) Priority IT applications and order/speed of restoration and Service Business Continuity Plans updated								Oct 2015 - Feb 2016
3. Analysis of priority functions/IT applications undertaken by ICT Service and report on the interim solution for ICT DR arrangements presented to Directors Board, via Digital Board								Feb – March 2016
4. Outcome of review along with proposals to strengthen BCM arrangements across the Council submitted to Directors Board in April 2016. Performance Board to provide oversight role for Business Continuity Planning from July 2016								April 2016
5. Quality assurance process for Business Continuity Plans for critical functions considered by PB Aug 2016. List of current BCPs and critical functions to be established and to form the basis of ongoing review process by PB and service areas								August 2016 – March 2017
6. Quality assurance of all BCPs undertaken by services								Apr 2017
7. Audit of outdated service level BCPs undertaken by Performance Board in conjunction with the services								August 2018 – February 2019
8. Strategic Business Continuity Plan updated								October 2018
9. Updated the BCP template to incorporate a clear definition of meeting points and alternative working arrangements in line with new ways of working. Also updated the BIA to be used as guidance when completing the BCP								April 2019
Residual Risk Rating	Date:	01/04/2019	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

FURTHER ACTION / FORECAST RISK / REVISED RESIDUAL RISK

Further Management or Mitigating Action			Implementation Date	Progress				
10. Ongoing review of BCP list by Performance Board			Monthly throughout 2019/20					
11. Meet with DMTs to discuss changes/updates			May 2019					
Forecast Risk Rating	Forecast Date:	Refresh 31/03/2020	Impact:	Critical (4)	Likelihood:	Unlikely (2)	Rating:	8
Revised Residual Risk Rating	Date:		Impact:		Likelihood:		Rating:	

UNMANAGED / INHERENT RISK

Risk Description	Risk Owner
<p>The growth programme in Thurrock continues to be one of the largest and most exciting opportunities in the country. Thurrock’s reputation as a place full of opportunity has helped attract a number of large scale projects including London Distribution Park at the Port of Tilbury, the continuing investment at DP World London Gateway, expansion of Lakeside, Purfleet Regeneration, etc. As a direct result of the scale of the growth agenda in Thurrock the Council will be involved in three National Infrastructure Projects over the coming years.</p> <p>Managing these projects alongside the other key regeneration projects will place significant demands on the Council and ensuring the authority have capacity in key areas is important in maintaining momentum and maximising opportunity for the borough.</p> <p>Failure to increase capacity to meet current, future or competing demands could impact the successful delivery of the major schemes and projects.</p>	Detlev Munster

Link to Corporate Priority

Prosperity – a borough which enables everyone to achieve their aspirations:

- Attractive opportunities for businesses and investors to enhance the local economy
- Vocational and academic education skills and job opportunities for all.

Place – a heritage rich borough which is ambitious for its future:

- Roads, houses and public spaces that connect people and places
- Fewer public buildings with better services

Inherent Risk Rating	Date:	25/04/2019	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16
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DASHBOARD

Inherent Risk Rating & Date: 25/04/2019	Residual Risk Rating as at: 25/04/2019	Residual Risk Rating as at:	Residual Risk Rating as at:	Residual Risk Rating as at:	Forecast Risk Rating & Date: 30/09/2019

Comments

The Thurrock growth programme crosses many disciplines within the Council. It requires significant programme management capacity from the Regeneration team to lead the programme alongside a joined up approach with other areas of the authority to ensure that relevant specialisms are brought in as required and programmes and strategies are complementary. Investment needs to be committed to project development stages before outputs and benefits are realised, significant levels of funding are committed at risk to prove feasibility and investment then needs to continue to secure the benefits from the initial funding. External funding is committed to numerous projects, whilst this reduces the financial burden to the Council compliance with funding agreements must be achieved to ensure the Council is not exposed financially via claw back mechanisms. Projects span

numerous financial years and have to be able to respond to changing market, policy and financial conditions. Strong project and programme managers are essential to ensuring that delivery stays on track and investment secures value for money outputs. Increasing resource capacity in the team via Matrix adverts has proven problematic and resourcing has now reached a critical level which threatens the successful delivery of the growth agenda.

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place							Date Implemented	
1. Appropriately qualified team in place.							Ongoing	
2. Specialist expertise brought in on a consultancy basis as required.							Ongoing	
3. Programme Management methods in place with all projects having a project programme, budget and risk register set up from the outset.							Ongoing	
4. Area based Programme Boards operational to ensure cross department buy in.							Ongoing	
5. Funding agreements managed to ensure compliance and reduce risk of claw back							Ongoing	
6. Include Brexit contingency in all project budgets to cover the potential for increased construction costs due to potential increases in labour/material costs.							From Oct 2018	
7. Increase of capacity required in team (additional FTEs)							Mar 2019	
Residual Risk Rating	Date:	25/04/2019	Impact:	Substantial (3)	Likelihood:	Very Likely (4)	Rating:	12

FURTHER ACTION / FORECAST RISK / REVISED RESIDUAL RISK

Further Management or Mitigating Action		Implementation Date	Progress					
8. Ongoing implementation of actions 1-7 above		From Apr						
9. Establish a ring fenced budget to provide seed funding ensuring that ongoing projects can quickly address any issues arising and new opportunities can be quickly realised.		May 2019						
10. Ensure all major capital projects are led by the Regeneration Team		Jun 2019						
11. Consider Implementation of a standardised project management software solution.		Jun 2019						
Forecast Risk Rating	Forecast Date:	Refresh 30/09/2019	Impact:	Substantial (3)	Likelihood:	Very Likely (4)	Rating:	12
Revised Residual Risk Rating	Date:		Impact:		Likelihood:		Rating:	

Opportunities In Focus

UNMANAGED / INHERENT OPPORTUNITY

Opportunity Description							Opportunity Owner		
<p>A mix of approaches (e.g. service reviews, expenditure efficiencies, general income increases, managing demand, transformation, investment, etc.) have been adopted to deliver future balanced budgets and enable services to continue to be provided to meet the needs of residents.</p> <p>All the approaches are important to maintain balanced budgets for the life of the Medium Term Financial Strategy (MTFS) and it is recognised that investments have the greater ability to make significant income with the minimum of impact on service provision (e.g. in recent years the treasury function and activities have contributed approx. £13.7M per annum towards savings/income.</p> <p>The development and implementation of the Treasury Management Strategy and Investment Programme continues to provide the Council with further opportunities to generate significant additional income and contributions towards the delivery of Council services</p>							Sean Clark		
Link to Corporate Priority									
<p>Prosperity – a borough which enables everyone to achieve their aspirations. Commercial, entrepreneurial and connected public services. People – a borough where people of all ages are proud to work and play, live and stay. High quality, consistent and accessible public services which are right first time.</p>									
Inherent Opportunity Rating		Date:	24/05/2019	Impact:	Exceptional (4)	Likelihood:	Unlikely (2)	Rating:	8

DASHBOARD

Inherent Opp. Rating & Date: 24/05/2019	Residual Opp. Rating as at: 24/05/2019	Residual Opp. Rating as at:	Residual Opp. Rating as at:	Residual Opp. Rating as at:	Forecast Opp. Rating & Date: 28/02/2020																																																																																																
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Comments
<p>Investments identified as having the greater ability to make significant income with the minimum of impact on service provision. Treasury Management and Investment Strategy established. Review undertaken and position reported to Council Feb 2019.</p>

EXISTING ACTION / RESIDUAL OPPORTUNITY

Management Action Already in Place							Date Implemented	
1. Update on the Medium Term Financial Strategy and proposed investment approach (including principles) reported to and agreed by Cabinet 11 th Oct 2017.							Oct 2017	
2. Follow up on the investment approach and the revisions required to the Treasury Management Strategy reported to and agreed by Council 25 th Oct 2017, including increases to the parameters for how much the council can borrow/invest and changes required to bolster the investment programme (e.g. capital cash investments/expenditure, acquisition or development of revenue generating assets, bringing more sites forward for development through Thurrock Regeneration Ltd).							Oct 2017	
3. Capital Strategy (incl Treasury Management Strategy), Annual Minimum Revenue Provision Statement, proposed Prudential Indicators and Treasury Management projections reported to and agreed by Council 27 February 2019, via Cabinet 12 February 2019 and Corporate Overview & Scrutiny Committee 31 st January 2019							Feb 2019	
4. Continue to develop investment programme in line with codes of practice and guidance to Identify further investment opportunities and achieve a balanced portfolio.							From Feb 2019	
5. Manage current and explore, develop and implement new opportunities.							From Feb 2019	
6. Regularly review/monitor and report on all investments, including new items.							From Feb 2019	
Residual Opportunity Rating	Date:	24/05/2019	Impact:	Exceptional (4)	Likelihood:	Likely (3)	Rating:	12

FURTHER ACTION / FORECAST OPPORTUNITY / REVISED RESIDUAL OPPORTUNITY

Further Management Action		Implementation Date	Progress					
7. Ongoing implementation or application of actions 4, 5, 6 above		From Apr 2019						
8. Review and report Treasury Management Strategy, Annual Minimum Revenue Provision Statement & Prudential Indicators to Council Feb 2020.		Feb 2020						
Forecast Opportunity Rating	Forecast Date:	Refresh 28/02/2020	Impact:	Exceptional (4)	Likelihood:	Likely (4)	Rating:	12
Revised Residual Opportunity Rating	Date:		Impact:		Likelihood:		Rating:	

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Criteria Guide for Impact and Likelihood

Appendix 3

Criteria Guide for Impact Levels

Risk

Negative Impact	Description
4 Critical	<ul style="list-style-type: none"> • Inability to deliver a number of strategic objectives or a priority. • Major loss of service, including several important service areas • Major reputation damage - adverse central government response, involving threat of / removal of delegated powers or adverse and persistent national media coverage • Loss of Life • Major personal privacy infringement - All personal details compromised / revealed • Huge financial loss/cost - >£1M in a year. Up to 75% of budget. • Major disruption to project / huge impact on ability to achieve project objectives.
3 Substantial	<ul style="list-style-type: none"> • Inability to deliver an organisational priority or strategic objective. • Major disruption to important service or a number of service areas. • Significant reputation damage - adverse publicity in professional/municipal press or adverse local publicity of a major and persistent nature. • Major injury. • Many individual personal details compromised / revealed • Major financial loss/cost - >£500K - <£1M in a year. Up to 50% of budget • Significant disruption to project / significant impact on ability to achieve the project's objectives.
2 Marginal	<ul style="list-style-type: none"> • Significant disruption to important service or major disruption to non crucial service. • Moderate reputation damage - adverse local publicity / local public awareness • Serious injury • Some individual personal details compromised / revealed • High financial loss/cost – >£100K - <£500K in a year. Up to 25% of budget • Moderate disruption to project / moderate impact on ability to achieve the project's objectives.
1 Negligible	<ul style="list-style-type: none"> • Brief disruption to important service or significant disruption to non crucial service. • Minimal reputation damage - no external publicity and contained within Council • Minor injury or discomfort. • Isolated individual personal detail compromised/ revealed • Low or medium financial loss/cost <£100K in a year. Up to 10% of budget • Minor disruption to project / minor impact on ability to achieve the project's objectives.

Opportunity

Positive Impact	Description
4 Exceptional	<ul style="list-style-type: none"> • Exceptional improvement to service(s) (e.g. quality, level, speed, cost, etc) and/or delivery of strategic objectives/priorities • National award or recognition/elevated status by national government • Positive national press/media coverage • Major improvement to the health, welfare & safety of stakeholders • Income/savings of >£500K in a year or exceptional saving of resource (e.g. time and labour)
3 Major	<ul style="list-style-type: none"> • Major improvement to service(s) (e.g. quality, level, speed, cost, etc) and/or delivery of strategic objective/priority. • Regional recognition for initiative, partnership or arrangement. • Positive publicity in professional/municipal press or sustained positive local publicity. • Significant improvement to the health, welfare & safety of stakeholders • Income and/or savings of >£250K - <£500K in a year or major savings of resource (e.g. time and labour).
2 Moderate	<ul style="list-style-type: none"> • Moderate improvement to service(s) (e.g. quality, level, speed, cost, etc) and/or delivery of strategic objective/priority. • Borough or County wide recognition for initiative, partnership or arrangement. • Positive local publicity / local public awareness • Moderate improvement to the health, welfare & safety of stakeholders. • Income and/or savings of >£100K - <£250K in a year or moderate savings of resource (e.g. time and labour).
1 Minor	<ul style="list-style-type: none"> • Minor improvement to service(s) (e.g. quality, level, speed, cost, etc) and/or delivery of strategic objective/priority. • Local level recognition for initiative, partnership or arrangement. • Minor positive local publicity • Minor improvement to the health, welfare & safety of stakeholders. • Income and/or savings of <£100K in a year or minor saving of resource (e.g. time and labour)

Criteria Guide for Likelihood Levels

Risk

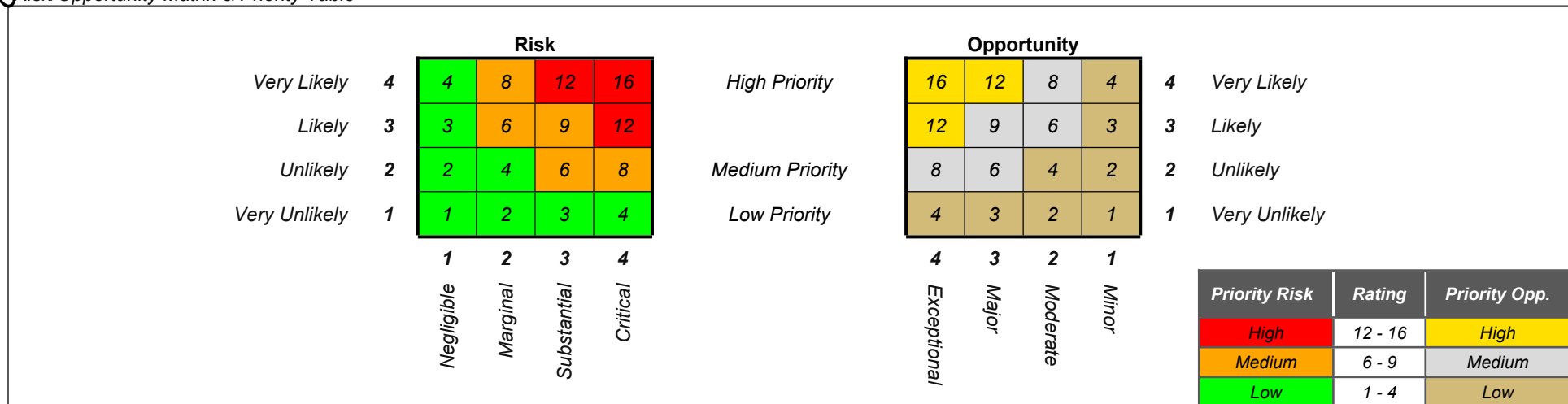
Likelihood	Description
4 Very Likely	<ul style="list-style-type: none"> More than 75% chance of occurrence Will probably occur at some time or in most circumstances. Circumstances frequently encountered - daily, weekly, monthly and quarterly.
3 Likely	<ul style="list-style-type: none"> Between 40% and 75% chance of occurrence. Fairly likely to occur at some time or in some circumstances. Circumstances occasionally encountered - occurs once every 1 to 2 years.
2 Unlikely	<ul style="list-style-type: none"> Between 10% and 40% chance of occurrence. Fairly unlikely to occur, but could occur at some time. Occurs once every 2 to 3 years
1 Very Unlikely	<ul style="list-style-type: none"> Less than 10% chance of occurrence. May occur only in exceptional circumstances. Has never or very rarely happened before.

Opportunity

Likelihood	Description
4 Very Likely	<ul style="list-style-type: none"> More than 75% chance of happening. A clear opportunity already apparent, which can easily be achieved with a bit of further work or management. Achievable in under 1 year (12 months)
3 Likely	<ul style="list-style-type: none"> Between 40% and 75% chance of happening. An opportunity that has been identified and/or explored and may be achievable but will require some further work or management. Achievable between 1 to 2 years
2 Unlikely	<ul style="list-style-type: none"> Between 10% and 40% chance of happening Opportunity that is fairly unlikely to happen that will need full investigation and require considerable work or management. Achievable between 2 to 3 years
1 Very Unlikely	<ul style="list-style-type: none"> Less than 1% chance of happening. Opportunity that is very unlikely to happen that will need full investigation and require considerable work or management. Achievable in more than 3 years

Page 62

Risk/Opportunity Matrix & Priority Table



18 July 2019	ITEM: 8
Standards & Audit Committee	
Audit Results Report for the Year Ended 31 March 2019	
Wards and communities affected: All	Key Decision: Key
Report of: Sean Clark, Director of Finance and IT	
Accountable Assistant Director: Jonathan Wilson, Assistant Director—Finance	
Accountable Director: Lyn Carpenter, Chief Executive	
This report is Public	

Executive Summary

This report details the findings of the external auditors from their audit of the 2018/19 financial statements to date.

External audit work is ongoing and there are no identified material issues to date. Work on the value for money conclusion is also ongoing. External audit will table their detailed report at the meeting and update Members on their proposed opinions for the audit of the financial statements and on the value for money conclusion.

1. Recommendation(s)

1.1 That the Standards and Audit Committee consider the comments of the external auditors as set out in the attached report and note their findings.

2. Introduction and Background

2.1 The external audit process has progressed substantially but there remains work outstanding. The financial statements further developed in 2018/19 to include the updated requirements of the CIPFA Code of Practice on Local Authority Accounting (The Code) and incorporate the group financial statements which include the financial results of both Thurrock Regeneration Ltd and Thurrock Homes Ltd.

2.2 This report sets out the External Auditor’s findings to date and officers are pleased to note progress has been smooth and it is expected the audit will conclude in line with statutory deadlines.

There are no identified material issues to date. There has been an update to the valuation of the Local Government pension scheme which is set out below. There are also likely to be some classification updates required to the notes to the accounts. Any further changes will be shared at the meeting.

3. Issues, Options and Analysis of Options

- 3.1 The External Audit Report included in Appendix 1 sets out the detailed findings. There have been no issues identified to date which impact on the General Fund reserve balance of £11m.
- 3.2 The detailed audit report will be presented by BDO.
- 3.3 There is likely to be one unadjusted item which is significant but not material (although the final figure is to be confirmed) to the Council's financial statements. This relates to an updated valuation of the liabilities in the Essex Pension Fund (EPF). This change was notified by EPF following an update to the original valuation notified to the Council. In the IAS19 report previously issued for the Employer as at 31 March 2019 no allowance was made for the recent McCloud judgement, which relates to age discrimination within the new Judicial Pension Scheme.
- 3.4 This was due to the uncertainty of how this judgement may affect Local Government Pension Scheme members' past or future service benefits. The initial decision was subject to an appeal by central government. In June 2019 the appeal was denied and hence it is now clear there will be an impact. Guidance issued now requires local authorities to consider the materiality of the impact and consider this on a range of options including a 'worst case' basis. The initial estimated impact on liabilities is £4.718m and on the current service cost is £0.535m. The Council is currently intending to disclose this in the financial statements but not amend as the amount is not material and this remains an estimate. This may be reassessed once a final figure has been received from EPF.
- 3.5 The audit remains in progress and further items will be considered as appropriate.
- 3.6 The audit has progressed smoothly to date and the finance team has worked effectively with external audit to enable completion of the work within agreed timescales and the Council has met the earlier closedown deadlines again for 2018/19.
- 3.7 The increase in usable reserves generated through the Council's commercial strategy continues to support the work of Members and Officers to ensure the Council remains financially sustainable in the medium term. This has been discussed as part of the ongoing work on the value for money conclusion.

4. Reasons for Recommendation

- 4.1 For the committee to note the findings of the external auditors and have mind to these findings when considering the Annual Governance Statement and Financial Statements later on this agenda.

5. Consultation (including Overview and Scrutiny, if applicable)

- 5.1 All services and senior management have been consulted in the compilation of this document.

6. Impact on corporate policies, priorities, performance and community impact

- 6.1 The level of resources and how they are allocated will affect the amounts available towards the Council's overall aims and objectives.

7. Implications

7.1 Financial

Implications verified by: **Sean Clark**
Director of Finance and IT

The statements are largely governed by the Code. Apart from reporting the Council's financial position as at 31 March 2019, there are no further financial implications arising directly from this report.

7.2 Legal

Implications verified by: **David Lawson**
Assistant Director of Law and Governance

There are no specific implications from this report.

7.3 Diversity and Equality

Implications verified by: **Natalie Warren**
**Community Development & Equalities
Manager**

There are no specific implications from this report.

7.4 Other implications (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

There are no specific implications from this report.

8. Background papers used in preparing the report (including their location on the Council's website or identification whether any are exempt or protected by copyright):

- There are various working papers within Corporate Finance.

9. Appendices to the report

- Appendix 1 - Audit Results Report – to be tabled at committee

Report Author:

Sean Clark

Director of Finance and IT

18 July 2019	ITEM: 9
Standards & Audit Committee	
Financial Statements and Annual Governance Statement 2018/19	
Wards and communities affected: All	Key Decision: Key
Report of: Sean Clark, Director of Finance and IT	
Accountable Assistant Director: Jonathan Wilson, Assistant Director—Finance	
Accountable Director: Lyn Carpenter, Chief Executive	
This report is Public	

Executive Summary

The draft financial statements are subject to audit by external audit and are included as an appendix to this report. At the time of writing, the audit is being finalised and Members will have already considered the external auditor’s opinion earlier on this agenda that both the Value for Money Opinion and Financial Statements will be unqualified. The Annual Governance statement is also included as an appendix to this report and the review by external audit remains in progress.

1. Recommendation(s)

That the Standards and Audit Committee:

- 1.1 Having consideration to the comments within the Audit Results Report considered earlier on the agenda, approve the Financial Statements;**
- 1.2 Note the issues contained within, and approve, the Annual Governance Statement; and**
- 1.3 Approve the letter of representation on behalf of the Council to be signed by the Chair of the committee.**

2. Introduction and Background

2.1 Financial Statement

- 2.1.1 The Financial Statements sets out the financial performance for the 2018/19 financial year and both the Council’s financial position and the Group’s financial position as at 31 March 2019.

2.1.2 There are a number of statements and supporting notes set out in the document and an explanatory forward that summarises the performance for the year and highlights challenges and opportunities going forward.

2.1.3 The headline from a Council perspective is that the Council achieved a balanced budget and has maintained the General Fund reserve at the optimum level set by the Council's Responsible Financial Officer and endorsed by Council.

2.2 Annual Governance Statement:

2.2.1 Thurrock Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards and that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively.

2.2.2 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, having regard to a combination of economy, efficiency and effectiveness.

2.2.3 In discharging this overall responsibility, the Council is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, including arrangements for the management of risk.

2.2.4 This statement explains how the Council has complied with the code and also meets the requirements of regulation 4(2) of the Accounts and Audit Regulations 2003 as amended by the Accounts and Audit (Amendment) (England) Regulations 2006, 2011 and 2015 in relation to the publication of a statement on internal control.

2.3 Letter of Representation:

2.3.1 The letter of representation is a letter issued by the Council to the auditor in writing as an additional form of audit evidence. The date of the document must not be later than the date of audit work completion. It is used to let the Council's management declare in writing that the financial statements and other presentations to the auditor are sufficient and appropriate and without omission of material facts to the financial statements, to the best of the management's knowledge. For audit evidence, it is reliable if the auditor has no other means of obtaining evidence. The person issuing the letter should have the appropriate authority or seniority in the organization to vouch on the issue.

3. Issues, Options and Analysis of Options

3.1 There are no specific issues, options or analysis of options to consider.

4. Reasons for Recommendation

- 4.1 To enable the Council to meet the requirements of the Accounts and Audit (England) Regulations 2015 in respect of the approval of the financial statements and the annual governance statement.

5. Consultation (including Overview and Scrutiny, if applicable)

- 5.1 The accounts were open to the public for inspection.

6. Impact on corporate policies, priorities, performance and community impact

- 6.1 The closure of the accounts gives certainty to the financial position of the Council which is a key part of the budget setting process.

7. Implications

7.1 Financial

Implications verified by: **Jonathan Wilson**
Assistant Director - Finance

The financial statements confirm the final financial position for 2018/19 and the associated usable reserves. The position is underpinned by detailed supporting working papers which are currently subject to external audit.

7.2 Legal

Implications verified by: **David Lawson**
Assistant Director of Law and Governance

There are no direct legal implications arising from this report.

7.3 Diversity and Equality

Implications verified by: **Becky Price**
Community Development and Equalities Manager

There are no diversity and equality implications resulting directly from this report.

7.4 Other implications (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

None

- 8. Background papers used in preparing the report** (including their location on the Council's website or identification whether any are exempt or protected by copyright):

There are a number of working papers retained within the Corporate Finance Section.

9. Appendices to the report

- Appendix 1 – Annual Governance Statement
- Appendix 2 – Financial Statements
- Appendix 3 – Letter of Representation – to be tabled at committee

Report Author:

Jonathan Wilson
Assistant Director - Finance
Corporate Finance

THURROCK COUNCIL

Annual Governance Statement 2018/19

1.0 Scope of responsibility

Thurrock Council is responsible for ensuring its business is conducted in accordance with the law and proper standards and public money is safeguarded, properly accounted for, and used economically, efficiently and effectively. The council also has a statutory duty to put in place arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this duty, the council is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions which includes arrangements for the management of risk.

A revised Local Code of Corporate Governance was developed to ensure it reflects the seven principles of the recently refreshed *CIPFA/SOLACE "Delivering Good Governance in Local Government Framework 2016 Edition"*. The seven principles are:

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

The code was updated in 2017/18 to reflect the new vision and priorities which were adopted at a meeting of the Full Council on 31st January 2018. This statement explains how the council has complied with the revised code and has met the requirements of the Accounts and Audit Regulations 2015 in relation to the publication of a statement on internal control.

The Council's financial management arrangements conform to the governance requirements of the *CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2016)*.

2.0 The purpose of the governance framework

The governance framework comprises the systems, processes, and culture and values, supporting the direction and control of activities of the council. These enable it to engage with and be accountable to the community. It also supports the council in monitoring the achievement of strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

The system of internal control is a significant part of this framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the council's policies, aims and objectives. It enables the evaluation of the likelihood of those risks being realised, the impact should they be realised and provides the ability to manage them efficiently, effectively and economically.

The council had the governance framework described below in place for the year ended 31 March 2019 and up to the date of approval of the statement of accounts.

3.0 The Governance Framework

Principle A - Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.

Local government organisations are accountable not only for how much they spend, but also for how they use the resources under their stewardship. This includes accountability for outputs, both positive and negative, and for the outcomes they have achieved. In addition, they have an overarching responsibility to serve the public interest in adhering to the requirements of legislation and government policies.

To demonstrate its commitment to Principle A, Thurrock Council has:

Defined and documented roles and responsibilities for Cabinet, Council, Overview and Scrutiny and all Committees of the council, along with officer functions, with clear delegation arrangement and protocols for effective communication within the Council's Constitution. The Constitution is regularly reviewed and updated, with amendments discussed with the Constitution Working Group, General Services Committee and thereafter agreed periodically at Full Council meetings.

All decisions being made in accordance with the requirements of the Constitution and the scheme of delegation, which forms part of the Constitution. The Monitoring Officer will report to Council or to Cabinet if it is considered any proposal, decision or omission would give rise to unlawfulness or if any decision or omission has given rise to maladministration.

Codes of Conduct which define the high ethical standards and standards of behaviour expected from elected members and officers and ensure the council's business is conducted with fairness and integrity.

Counter – Fraud, Bribery & Corruption and Counter- Money Laundering guidance documents which were presented to the Standards & Audit Committee in November 2017 following discussion and approval by Directors Board. These documents advise staff and suppliers of what fraud, bribery, corruption and money laundering is, how to identify and report it and how the council will respond to any reported incidents.

Whistleblowing Policy and Procedures which were introduced in August 2015 and reviewed and updated in January 2019. These are available to all staff through the council's intranet site.

Processes for considering any complaints that come into the council. These cover member complaints which are dealt with by the Monitoring Officer, officer or service complaints which are dealt with by the Information Management team and Adult & Children's Social Care complaints, which have their own complaints systems and processes which are regulated by the Commission for Social Care Inspection (CSCI).

The Chief Finance Officer (Director of Finance & IT), the Monitoring Officer and Heads of Service are responsible for advising the

executive, council and scrutiny committees on legislative, financial and other policy considerations to achieve the council's objectives and are responsible for implementing councillors' decisions.

Principle B - Ensuring openness and comprehensive stakeholder engagement.

Local government is run for the public good; organisations therefore should ensure openness in their activities. Clear, trusted channels of communication and consultation should be used to engage effectively with all groups of stakeholders.

To demonstrate its commitment to Principle B, Thurrock Council has:

Meetings of the Council and its Committees which members of the public can attend unless there are good reasons for not doing so on the grounds that items are exempt under schedule 12A of the Local Government Act 1972. The public have the right to see the agenda and minutes once they are published and they are available on the council's website.

Established clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation. The vision and priorities were consulted upon with stakeholders and the community. They were also written taking account of the extensive feedback from residents and other members of the Thurrock community through the Fairness Commission, Local Plan engagement and via the Health and Well Being Strategy consultation, which, in themselves, had extensive consultation exercises.

Carried out regular consultations with residents and service users to identify their priorities for service improvement and how satisfied they are with the council's services.

Supported the principle of sharing services with other local authorities. The Counter Fraud & Investigation Service supplies a service to Southend Council, Castle Point District Council, the Ministry of Justice and a number of other central government bodies. Payroll provide services to Brentwood District Council and Treetops Academy and the Monitoring Officer provides a service to the Office of the Police, Fire and Crime Commissioner for Essex.

Principle C - Defining outcomes in terms of sustainable economic, social, and environmental benefits.

The long-term nature and impact of many of local government's responsibilities mean that it should define and plan outcomes and that these should be sustainable. Decisions should further the authority's purpose, contribute to intended benefits and outcomes, and remain within the limits of authority and resources.

To demonstrate its commitment to Principle C, Thurrock Council has:

A Corporate Priorities Project Plan which sets out what the council will do to achieve its vision and priorities in 2018/19. The plan is supported by the Corporate KPI (Key Performance Indicator) Framework which details the statistical evidence the council will use to monitor progress and performance against those priority activities.

A Forward Plan for both Council and Cabinet meetings which is used to provide the required 28-day notice of such decisions and also includes decisions that are proposed to be taken over the next four months by the Leader of the Council, the Cabinet, Cabinet Members and Officers of the Council.

2 Strategic Leadership Boards and 8 Strategic Management Boards. The aim of strategic boards is to proactively contribute to the improvement of Thurrock Council by:

- identifying and prioritising changes which are most likely to lead to sustained improvements in the way that Thurrock Council operates as a corporate entity.
- making sure that changes are appropriately resourced, and effectively programme/performance managed.
- making sure that the council has appropriate knowledge and skills in order to deliver high quality and efficient corporate services.
- making sure that changes are effectively communicated through management teams, corporate communications and other channels as appropriate.
- taking the lead to monitor and report on progress and take appropriate action where improvements are not being achieved.

The boards are decision-making bodies that are solution-focused in the way their business is conducted. Directors' Board will sign off the annual work plans and priorities and will also be responsible for resolving areas of conflict and any shortfalls in resources to deliver the plans.

A Social Values Framework that describes how the council will consider the social, economic, environmental and equality aspects when procuring services from suppliers.

Principle D - Determining the interventions necessary to optimise the achievement of the intended outcomes.

Local government achieves its intended outcomes by providing a mixture of legal, regulatory, and practical interventions. Determining the right mix of these courses of action is a critically important strategic choice that local government has to make to ensure intended outcomes are achieved. Decisions made need to be reviewed continually to ensure that achievement of outcomes is optimised.

To demonstrate its commitment to Principle D, Thurrock Council has:

A Medium Term Financial Strategy (MTFS) that sets out a stable financial framework within which the council operates and is reviewed throughout the year. It supports the Medium Term Financial Plan reported to councillors during the budget setting process.

A Performance Management Framework through which the achievement of objectives, quality of service and use of resources is measured. The Performance Management Framework, which works on the “Plan-Do-Review-Revise” cycle and covers all areas of performance management including the scorecard process, corporate planning cycle, risk and opportunity management, use of statistical evidence and data quality.

A corporate scorecard process which monitors the key performance indicators relating to progress against key strategic objectives within the Corporate Plan/MTFS. This is monitored by the Performance Board on a monthly basis.

A Local Plan (Local Development Framework) which sets out how we will use land and has been the basis to achieve both our partners’ and the council’s wider objectives.

Principle E - Developing the entity's capacity, including the capability of its leadership and the individuals within it.

Local government needs appropriate structures and leadership, as well as people with the right skills, appropriate qualifications and mindset, to operate efficiently and effectively and achieve their intended outcomes within the specified periods.

To demonstrate its commitment to Principle E, Thurrock Council has:

Robust HR policies and procedures which include detailed guidance on the recruitment and selection process.

A mandatory induction programme, equality and diversity training and on-line information security training for new employees.

An induction programme for newly elected members and opportunities for longer serving members to update their skills. There is also mandatory training for members on equality and diversity and for those moving on to quasi-judicial committees or the Standards & Audit Committee.

A staff Performance Development Review (PDR) process which requires line managers to agree individual performance targets and identify development opportunities for their direct reports in the coming year. This is supported by a six monthly 1 to 1 meeting to check progress and a year-end annual appraisal to measure achievement, with pay progression being related to performance.

Executive and scrutiny arrangements in place consisting of a Leader/Cabinet model and Overview and Scrutiny Committees which consider specific areas of the council's business. The scrutiny function allows a committee to question and challenge the policy and performance of the executive and promote public debate.

A management structure that includes a Chief Executive who leads a management team (Directors' Board) which includes the Corporate Director - Children's Services, Corporate Director - Place, Corporate Director - Adults, Housing and Health, Director of Finance & IT (Section 151 Officer), Director of Commercial Services, Director of HR, OD and Transformation, Director of Strategy, Communications and Customer Services, Director of Environment & Highways and the Assistant Director - Law & Governance (Monitoring Officer).

Principle F - Managing risks and performance through robust internal control and strong public financial management.

Local government needs to ensure that the organisations and governance structures that it oversees have implemented, and can sustain, an effective performance management system that facilitates effective and efficient delivery of planned services. Risk management and internal control are important and integral parts of a performance management system and crucial to the achievement of outcomes.

To demonstrate its commitment to Principle F, Thurrock Council has:

A Risk and Opportunity Management (ROM) Policy, Strategy and Framework and a Strategic/Corporate Risk and Opportunity Register which are regularly reviewed and the outcomes from the reviews reported to Standards & Audit Committee, via Directors Board and Performance Board.

Aligned the refresh of service risk/opportunity registers with the annual service planning cycle. Where risks and opportunities are identified, they are included in service plans. Service managers are responsible for the regular monitoring of progress against the service plan and the management of risks/opportunities as part of the performance review process.

7 scrutiny committees, including a joint committee for Public Health, which report annually to the council. Scrutiny committees provide constructive challenge to the executive on policies and performance. In addition, task forces have been developed to discuss the Lower Thames Crossing; Local Development Plan; Orsett Hospital and there are Governance and Constitution working groups.

The Director of Finance & IT is the Section 151 Officer responsible for the overall management of the financial affairs of the council. The Director of Finance & IT is responsible for all financial systems, procedures and supporting records of the council. Any new or amended financial systems, procedures or practices are agreed with the Director of Finance & IT before implementation.

Principle G - Implementing good practices in transparency, reporting, and audit to deliver effective accountability.

Accountability is about ensuring that those making decisions and delivering services are answerable for them. Effective accountability is concerned not only with reporting on actions completed, but also ensuring that stakeholders are able to understand and respond as the organisation plans and carries out its activities in a transparent manner.

To demonstrate its commitment to Principle G, Thurrock Council has:

An Internal Audit Service that provides an independent assurance function that primarily operates in accordance with best practice professional standards and guidelines. It reviews on a continuous basis, the extent to which the internal control environment supports and promotes the achievement of the council's objectives, and contributes to the proper, economic, efficient and effective use of resources.

Internal audit reports which are presented to the Standards & Audit Committee on a quarterly basis and at the July meeting through the Chief Internal Auditor's Annual Report which gives an assurance opinion on the overall internal control, risk management and governance environments. Any individual internal audit review judged "Red" or "Red/Amber" is subject to timely action plan and follow up audit.

A process, through the Standards & Audit Committee, for members to oversee and monitor the council's response to the findings and recommendations of internal and external audit reports and call in officers if necessary.

Produced an Accounting Statement that includes the External Auditor's independent opinion and the council's financial statements.

Produced an Annual Governance Statement which details the council's system of internal control and its commitment to achieve good governance.

Published information on the council's website in accordance with the Local Government Transparency Code 2015.

4.0 Review of effectiveness of the governance framework

The council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control.

The review of effectiveness is informed by the work of the managers within the council who have responsibility for the development and maintenance of the governance environment, the Chief Internal Auditor's annual report and also by comments made by the external auditors and other review agencies and inspectorates.

The following highlights our review of our governance framework and sets out the assurances of committees, officers and external organisations.

REVIEW OF OBJECTIVES

To ensure we are doing the right things in the right way and for the right people, in 2011/12 the council undertook a major review of the Corporate Plan and adopted the Corporate Plan and Medium Term Financial Strategy (MTFS).

During 2018/19, the council did not have an annual Corporate Plan due to the decision to review and update the council's visions and priorities. The new vision and priorities were adopted at Full Council on 31st January 2018. However, the council did have a Corporate Priorities Project Plan which set out the key projects being undertaken during 2018/19 to help the council meet its vision and priorities. The MTFS addresses how the council will meet the financial challenges in delivering the priorities and is regularly reported to members and updated on a rolling basis. The Corporate Priorities Project Plan, together with the MTFS, will set out the strategic direction of the council and how they contribute to the delivery of the vision and priorities.

INSPECTIONS

ADULT SERVICES

Following the visit by the Care Quality Commission (CQC) to the Extra Care Service on the 14th to 16th November 2017, the service received an overall rating of the service of requires improvement. As a result, an unannounced visit was made on 31st July and 1st August 2018. This gave an overall opinion of good. In respect of the individual areas inspected, the results were as follows:

- Is the service safe? Good (was Requires Improvement)
- Is the service effective? Good (was Requires Improvement)
- Is the service caring? Good (remained the same)
- Is the service responsive? Good (remained the same)
- Is the service well-led? Good (was Requires Improvement)

There was an unannounced visit by the CQC to Collins House on 5th February 2019. This gave an overall opinion of good. In respect of the individual areas inspected, the results were as follows:

- Is the service safe? Good
- Is the service effective? Good
- Is the service caring? Good
- Is the service responsive? Good
- Is the service well-led? Good

There was an announced visit by the CQC to inspect the Thurrock are at Home service on 28th, 29th June and 3rd July 2018. This was a comprehensive inspection and resulted in an overall opinion that the service requires improvement. In respect of the individual areas inspected, the results were as follows:

- Is the service safe? Requires Improvement
- Is the service effective? Requires Improvement
- Is the service caring? Good
- Is the service responsive? Requires Improvement
- Is the service well-led? Requires Improvement

CHILDREN'S SERVICES

During 2018/19, a joint inspection to judge the effectiveness of the council in implementing the disability and special educational needs reforms as set out in the Children and Families Act 2014 was undertaken by OFSTED and the CQC. The inspection took place from 4th to 8th March 2019. The report raised concerns around the effectiveness of the area being reviewed and requires the council to submit a written statement on the actions it will take to address the weaknesses.

On 11th and 12th September 2018, a focussed inspection on children in need and those subject to a child protection plan took place. Some weaknesses were identified and these have to be addressed as they will be taken into account as part of the next inspection or visit.

There was 1 full and 1 short OFSTED inspection carried out at Thurrock Schools (excluding Academies) in 2018/19. The overall results were as follows:

- Warren Primary School – Short report shows the school continues to be Good.
- Little Thurrock Primary School – Full report shows the school has gone from Good in February 2015, to Inadequate following the inspection held on 12th and 13th December 2018. In respect of the individual areas inspected, the results were as follows:
 - Effectiveness of leadership and management – Inadequate
 - Quality of teaching, learning and assessment – Requires Improvement
 - Personal development, behaviour and welfare – Good
 - Outcomes for pupils – Requires Improvement
 - Early years provision – Requires Improvement

LEGAL FRAMEWORK

The Authority approved changes to the Senior Management Structure last year to ensure the Council became and remained more focussed on service outcomes and on delivering quality services to all the communities in Thurrock.

The shared legal service with the LB of Barking and Dagenham (known as BDT Legal) was discontinued in March 2018 with each Authority having their own Director of Law & Governance and Monitoring Officer.

Thurrock Council also inputted significant extra budget resources to fund permanent growth in its legal service to build centres of legal excellence in both governance and regeneration law (including contracts, procurement planning, highways and property law) to match the Authority's significant regeneration agenda.

These teams have been successfully recruited to and staffed with highly experienced and specialist lawyers almost completely eliminating the use of agency lawyers.

The two Authorities continue to collaborate to retain and build resilience in the fields of housing & litigation, employment, education, safeguarding and share a Deputy Head of Law & Governance (Safeguarding) through the mechanism of a master collaboration agreement and associated protocols.

Thurrock Council's Monitoring Officer was also appointed to cover the Monitoring Officer functions of the Office of the Essex Police, Fire & Crime Commissioner, Essex County Fire & Rescue Service and latterly Service Solicitor to both Authorities.

The Monitoring Officer has also served as vice Chair of the Public Law Partnership of 32 south east authorities working together to promote efficiencies and resilience as well as joint training.

The Constitution has been regularly reviewed during the year by the Monitoring Officer in conjunction with the Constitution Working Group and Full Council to ensure it remains up to date and appropriately addresses legislative changes together with changes to Scrutiny and Full Council questions. Consequential amendments have included changes to portfolios held by Cabinet Members, Management / Directorate structures and minor formatting and typographical errors.

Legal or Monitoring Officer implications are a mandatory requirement of every report and / or motion of Council thereby informing decision makers of relevant legal comments.

A legal advisor, from the Legal Service generally attends all formal decision-making meetings.

The Assistant Director, Law & Governance (Monitoring Officer) is a member of the weekly Directors' Board at the Council, together with attending regular monthly Governance Group meetings of Chief Statutory Officers with Group Leaders.

Legal advisors also regularly attend relevant boards.

The Monitoring Officer manages the investigation of any disclosures of malpractice made under the Council's Whistleblowing Policy and Procedures and monitors the implementation of recommendations arising from any investigation.

The Monitoring Officer is the Senior Responsible Officer for the Regulation of Investigatory Powers Act (**RIPA**) and monitors both the RIPA policy and countersigns authorisations.

There are embedded review procedures for Members' and Officers' declarations of interests and declarations of gifts and hospitality, together with monitoring and reviewing Local Government Ombudsman decisions and supporting Standards & Audit Committee in its oversight function.

Legal & Democratic Services provides regular briefings and training to senior managers, legal officers and Members on new legislation and key changes in the law in a local authority context and / or matters of particular significance to the Council' work together with training events – some of which have been attended by a wide range of other authorities through the Public Law Partnership network..

The Council has an Induction and Member Training programme of internal and external training events. Extensive Induction Handbooks are produced for all Members, with training for holders of key positions such as Cabinet, Chairs of committees together with mandatory annual training for planning and licensing committee Members and Overview & Scrutiny training.

The Monitoring Officer did not need to use any statutory powers during the year.

FINANCIAL FRAMEWORK

BUDGET MONITORING

Every year the council sets a comprehensive and balanced budget, which has been shown to provide adequate resources to deliver the services of the council.

The council's budget planning cycle is well established. Corporate Finance complete the annual budget for consideration by Cabinet by February, before it is discussed and approved at Council later that month. The process is supported by Scrutiny Committee review of the budget between October and February each year and ongoing discussion with Members.

There is a formal budget monitoring framework in place for monitoring both revenue and capital income and expenditure. The year to date revenue position is reported to Directors Board on a monthly basis and on a quarterly basis to Cabinet.

Corporate Finance officers meet with Budget Holders regularly during the year (monthly for high risk budgets) to discuss performance against budget and actions to be taken. Corporate Finance report the position in the budget monitoring report. This highlights the key variances enabling both management and members to review and challenge the financial position throughout the year.

As appropriate this also enables resources to be realigned to ensure the overall delivery of the annual budget is managed effectively.

The Chief Finance Officer presents an outturn report to Cabinet annually reflecting the outturn position and impact on reserves.

In addition for all committee reports for which a decision is required, a “financial implications” section is included assessing financial consequences of the decision being taken. This is verified by a member of Corporate Finance and the financial implications are considered as part of the wider budget monitoring.

FINANCIAL REPORTING

The Statement of Accounts is produced annually in accordance with statutory deadlines. Currently this means the draft financial statements are required to be published by 31 May each year with the final audited set published by 31 July.

Corporate Finance officers keep up to date with the latest developments in accounting practice to support the preparation and presentation of the financial statements. Staff support the completion of the financial accounts by attending appropriate external training days including specific CIPFA events.

A timetable is in place to support the delivery of the financial statements and the process is managed throughout the year by the Corporate Finance team.

The Statement of Accounts and Annual Audit letter are made available to the public and are published on the council’s web site. They can be made available in accessible formats. To assist the public in understanding the accounts, an explanatory foreword is included in the Statement of Accounts. This explains their purpose and summarises the key messages arising from them. There is also a glossary of terms to aid understanding.

CAPITAL STRATEGY (Incorporating the Treasury Management Strategy)

The council’s Capital Strategy, which the Council agrees annually, sets out the strategic framework underpinning capital expenditure and the associated financing at the Council. This also includes the Treasury Management Strategy which was previously considered in isolation up to 2018/19. It is also intrinsically linked to the council’s ambitions of becoming a more commercially focused borough; one where sensible transactions are completed which create revenue returns.

The Treasury Management Strategy ensures the council has sufficient cash to meet its needs, returns are maximised, costs are minimised whilst the security of the council’s financial assets is maintained. The strategy has regard to the CIPFA Code of Practice for Treasury Management in Public Services and the CIPFA Prudential Code for Capital Finance in Local Authorities, which were revised and updated in December 2017.

Cabinet take responsibility for ensuring effective scrutiny of the Capital strategy, policies and performance in accordance with the CIPFA Prudential code and CIPFA Treasury Management code.

FINANCIAL SYSTEM

The financial reporting of the Council is underpinned by the Oracle financial system which generates all financial information required by stakeholders.

From April 2019, the council moves to Oracle Cloud which becomes the council's corporate system to provide the Human Resources, Payroll, Finance and Procurement functions.

COMMENT ON THE ROLE OF THE CHIEF FINANCIAL OFFICER

The Chief Financial Officer (CFO) has a number of statutory duties and powers intended to ensure that Members are acting on sound information, and are fulfilling their obligations to balance the budget and make decisions which support the long-term interests of the authority and its local community. Some of these powers are routine, others are only used in extreme circumstances.

Section 151 of the Local Government Act 1972 requires local authorities to make arrangements for the proper administration of their financial affairs and appoint a CFO to have responsibility for those arrangements. The council's CFO and Section 151 officer is the Director of Finance & IT.

Section 25 of the Local Government Act 2003 requires the S151 officer to state in the budget report their view on the robustness of estimates for the coming year, the medium-term financial strategy, and the adequacy of proposed reserves and balances. The council is required to take this into account when making its budget and taxation decisions.

The Section 25 statements are important. They give the chief financial officer the opportunity to articulate their professional judgment of the authority's financial plans and direction and the risks it faces.

In commenting on the sufficiency of reserves a realistic assessment of those available needs to be set out, projected over the medium term.

All the arrangements detailed above demonstrate the Cabinet and the Chief Financial Officer's team exercise collective responsibility for financial matters. The Chief Financial Officer takes responsibility for the stewardship of use of resources and financial accountability.

AUDIT (INTERNAL/EXTERNAL) AND THE HEAD OF INTERNAL AUDIT

The Section 151 Officer has a responsibility to ensure an effective internal audit function is resourced and maintained. The council's internal audit function is led by the Chief Internal Auditor.

The council requires internal audit to provide an effective service in accordance with professional standards, and internal audit officers must abide by the Institute of Internal Auditors Code of Ethics and receive suitable training and development to maintain the appropriate skills, experience and competence. The performance of internal audit is subject to annual review

through an annual report to the Standards & Audit Committee who also consider key issues from specific audit reports.

Internal audit is an independent assurance function that operates in accordance with best practice professional standards and guidelines. It reviews on a continuous basis, the extent to which the internal control environment supports and promotes the achievement of the Council's objectives, and contributes to the proper, economic, efficient and effective use of resources.

The Chief Internal Auditor's overall opinion will be included in the Internal Audit Annual Report for the year ended 31st March 2019 which will be submitted to the Standards & Audit Committee in July 2019. In 2018/19, the overall Control, Risk Management and Corporate Governance environments were given Green opinions. Both the Control and Risk Management environments showed an upward direction of travel from Amber in the previous year and Corporate Governance remained the same.

The External Auditor issued an unqualified audit opinion and unqualified value for money statement for 2017/18.

RISK AND OPPORTUNITY MANAGEMENT

In accordance with the Risk and Opportunity Management (ROM) Policy, Strategy and Framework the Strategic/Corporate Risk and Opportunity Register was regularly reviewed during 2018/19 and the outcomes from the reviews reported to Standards & Audit Committee, via Directors Board and Performance Board.

The annual review of ROM arrangements was undertaken in 2018 using the ALARM/CIPFA Risk Management Benchmarking Model. This model is used to test and compare the council's performance against the major risk management standards and the criteria that informs the risk management element of the Annual Governance Statement. The Council retained a Level 4 rating of Embedded and Integrated against the model.

The results of the review and proposals to maintain and further embed the practice across the organisation were reported to the Standards & Audit Committee in March 2019.

In addition, a review of the council's risk maturity was undertaken by the internal audit team in 2018 and resulted in a rating of Risk Managed which was in line with the annual review against the ALARM/CIPFA Model.

The challenge facing the council is to ensure that adequate ROM arrangements remain in place and form part of the decision making process both at operational and strategic levels.

ANTI-FRAUD AND CORRUPTION, WHISTLEBLOWING AND MONEY LAUNDERING

Counter – Fraud, Bribery & Corruption and Counter- Money Laundering Guidance documents were presented to the Standards & Audit Committee in November 2017 following discussion and approval through Directors Board. These documents advise staff and suppliers of what fraud, bribery, corruption

and money laundering is, how to identify and report it and how the council will respond to any reported incidents. The council's Counter Fraud & Investigation Directorate has sole responsibility for the prevention, detection and deterrence of any fraud, bribery and corruption promoting an anti-fraud culture through a zero tolerance approach. A programme of training and awareness was rolled out across directorates and subject matter experts from the Counter Fraud & Investigation Directorate have been assigned to each council service area.

Whistleblowing Policy and Procedures were introduced in August 2015 and reviewed and updated in January 2019 and the policy is available to staff on the council's intranet site, or through the Thurrock Council website. During 2018/19, the council raised the profile of the whistleblowing process and during December 2018, provided professional training to all relevant senior managers on how to deal with whistleblowing cases.

BUSINESS CONTINUITY

As part of the council's plans to meet its savings targets, it was agreed that business continuity would be devolved down to local managers and there would be no central coordination through the Emergency Planning Team. However, it is important to note that business continuity is a statutory duty for local authorities under the Civil Contingencies Act 2004.

Reductions in the risk to the business continuity in some areas of the council have been achieved by joint working, for example in respect of IT, an arrangement has been agreed with Southend Council to have a number of terminals available to maintain critical services if a disaster were to occur. The arrangement is reciprocal with Southend Council being able to access terminals in Thurrock if the disaster were to occur within their borough.

GROUP RELATIONSHIPS

Thurrock Regeneration Limited (TRL) is the council's wholly owned development and regeneration company whose principle aim is "to help deliver the council's growth agenda by developing new housing and commercial projects to stimulate market confidence within the Borough and to provide quality housing to meet housing needs and improve the lives of Thurrock residents". Any profits made by the company will be used for further developments and/or to support services.

TRL is funded from loans granted via the council, and any land considerations from the Council are sold to TRL at market value in return for shares/equity. The sale of the Council land and the agreement of the loan facility has delegated authority to the s151 officer of the Council. Projects undertaken by TRL are overseen by the TRL Board which meets bi-monthly and is made up of senior council officers from Regeneration, Housing and Finance and also includes an external director from Homes England. TRL are currently considering the long term board structure. The shareholder group which represents the Council made up of the Leaders and Deputy Leaders of the 3 main political parties in Thurrock who meet bi-annually with members of the TRL Board to discuss current and future projects.

Gloriana Thurrock Homes Ltd provides the estate management and lettings for the properties built by TRL and retained in the group. This is overseen by the board which has the same members as the TRL board but does not include the external director from Homes England.

STANDARDS & AUDIT COMMITTEE

The Standards & Audit Committee undertake the core functions of an audit committee by providing independent assurance the Authority's financial and risk management is adequate and effective and there is a sound system of internal control that facilitates the effective exercise of its functions, including:

- keeping under review the Authority's own audit standards and whether they are relevant and represent best practice.
- considering or reviewing the following and the action taken on them and advising the Council and/or the Cabinet, as appropriate:
 - (a) internal and external audit plans and progress against plans;
 - (b) summaries of external and internal audit reports and progress against recommendations made in audit reports;
 - (c) the annual report of the internal auditor and the Annual Governance Statement;
 - (d) approving the annual statement of accounts and whether appropriate accounting policies have been followed;
 - (e) reports from inspection agencies, including the external auditor's Annual Audit letter and Audit Results Report to those charged with governance;
 - (f) keeping under review the Authority's control environment and anti-fraud and anti-corruption arrangements, including compliance with the Financial and Contracts Procedure Rules; and
 - (g) keeping under review the relationships between external and internal audit and other inspection agencies.
- reviewing the performance of the council's appointed Internal Audit provider.

Our Standards & Audit Committee also undertakes standards functions pursuant to the abolition of the old statutory Standards Committees by the Localism Act 2011.

The authority has also adopted a new local Code of Conduct for Members that reflects the Nolan principles, appointed three Independent Persons and established a complaint procedure for complaints against Members.

The Standards functions include:

- promoting and maintaining high standards of conduct by Members and co-opted Members of the authority;
- receiving periodic reports from the Monitoring Officer on dispensations granted / refused, complaints received against Members, complaints resolved informally, complaints resolved after an investigation and a Members Advisory Panel Hearing and assessing the operation and effectiveness of the Members' Code of Conduct;

- advising on training or arranging to train Members and co-opted Members on matters relating to the Members' Code of Conduct;
- assisting Councillors and co-opted Members to observe the Members' Code of Conduct;
- to receive referrals from the Monitoring Officer into allegations of misconduct in accordance with the authority's assessment criteria;
- advising the council upon the contents of and requirements for codes/protocols/other procedures relating to standards of conduct throughout the council;
- maintaining oversight of the council's arrangements for dealing with complaints;
- informing Council and the Chief Executive of relevant issues arising from the determination of Code of Conduct complaints;
- appointment of Members' Advisory Panel (a Working Group of the Committee) to hear and make recommendations to the Monitoring Officer concerning complaints about Members and co-opted Members referred to it by the Monitoring Officer;
- on referral by the Monitoring Officer to grant dispensations after consultation with the Independent Person pursuant to S33(2) (b), (c) and (e) of the Localism Act 2011; and
- hear and determine appeals against refusal to grant dispensations by the Monitoring Officer pursuant to S33 (2) (a) and (d) of the Localism Act 2011.

The Monitoring Officer received no complaints during 2018/19 which passed the council's agreed threshold criteria requiring a hearing or was relevant to a Members' official role and duties.

SCRUTINY COMMITTEES

The Council reviews at its meeting the Annual Report of the Scrutiny Committees which details the work of its committees and their main achievements for that municipal year. The aim of this is to improve the effectiveness of the scrutiny function. These committees continue to help develop council policy, review performance in meeting council objectives and satisfy themselves there are robust governance arrangements in place.

As part of the scrutiny function, the council currently operates 7 scrutiny committees as follows:

- Corporate Overview and Scrutiny Committee;
- Children's Services Overview and Scrutiny Committee;
- Health and Wellbeing Overview and Scrutiny Committee;
- Cleaner, Greener and Safer Overview and Scrutiny Committee;
- Planning, Transport, Regeneration Overview and Scrutiny Committee;
- Housing Overview and Scrutiny Committee; and
- Joint Health Overview and Scrutiny Committee.

The terms of reference for the first 6 of the scrutiny committees mentioned above are set out in the Constitution and are reviewed and agreed annually

by Council. The Joint Health Overview and Scrutiny Committee terms of reference are agreed between Thurrock and Southend Councils.

EXTERNAL SOURCES OF ASSURANCE ON THE GOVERNANCE FRAMEWORK

The main assurance on the council's governance framework comes from the External Auditor through the Annual Audit Letter and Certification of Claims report. The Annual Audit Letter was reported to the Standards & Audit Committee in November 2017 and reported that:

- The council was issued with an unqualified Audit Opinion on the 27th September 2018;
- An unqualified Value for Money assessment was issued on the 27th September 2018;
- There were no issues to report on the accuracy of the consolidation pack the Council prepared for the Whole of Government Accounts which was submitted to the National Audit Office on the 31st August 2018; and
- There were no identified areas of concern with respect to the Annual Governance Statement.

The Housing Benefit Subsidy Claim audit was completed in November 2018 with only minor issues identified and subsequent confirmation from the Department of Work and Pensions that the amount payable to the authority was correct.

INFORMATION GOVERNANCE

The Data Protection Act 2018 and the General Data Protection Regulation (GDPR) came into effect in May 2018 and introduced a range of new requirements regarding the processing of personal data.

Organisations will always have on-going work to achieve compliance with Data Protection Legislation and work programmes will be fluid due to this. The Information Commissioner's Office has recognised this and will want an assurance that action plans are in place to move Data Protection best practice forward. The council has robust actions plans in place to ensure it complies with the new Data Protection Act and this work forms part of the corporate wide information governance group work programme.

The council has to comply with the provisions of the Freedom of Information Act (FOI) 2000 when considering its arrangements around information governance. The Strategic Lead for Information Management provides an annual Information Governance Report to the Standards & Audit Committee. This report covers compliance in relation to FOI and Data Protection legislation.

LOCAL GOVERNMENT AND HOUSING OMBUDSMAN

The Local Government and Social Care Ombudsman (LGSCO) and Housing Ombudsman's (HO) services provide a complaints handling service to make sure that local public services are accountable to the people that use them and that things are put right when they go wrong. The Strategic Lead for

Information Management provides regular reports (six monthly) to the Standards & Audit Committee which gives a summarised breakdown of all complaints that were dealt with by the LGSCO/HO Ombudsman and the outcomes of their findings.

5.0 Significant governance issues

During 2017/18, we addressed the following issues to improve the council's governance arrangements:

Significant Governance Issues from 2018/19				
Source	Issue	Description	Responsible Officer (s)	Progress
Central Govt	Troubled Families Programme	A check of the council's claims by the Ministry of Housing, Communities and Local Government (MHCLG) identified a number of concerns around the claims submitted under the Troubled Families Programme. As a result, the council have developed an action plan to address these concerns. This action plan has been agreed by the MHCLG, thereby allowing additional claims to be submitted. Working with the service area, Internal Audit will provide independent verification of a sample of the claims to provide assurance around their accuracy to ensure the council is able to evidence that the claims are correct.	Director of Children's Services, Strategic Lead Prevention and Chief Internal Auditor.	Internal Audit continue to undertake 20% random checks on claims to ensure they meet the relevant criteria. This will reduce to the recommended level of 10% when any further spot, or arranged, check by the Ministry of Housing, Communities and Local Government (MHCLG) identifies minimal or no errors. This work is on-going.
National & Risk Register	OFSTED	It is likely that the council will be subjected to an unannounced OFSTED visit in 2018/19. Following the last visit in March 2016, the council was rated as requires improvement. Since then significant work	Director of Children's Services and Strategic Lead Transformation	Whilst the unannounced visit did not take place, there was a joint visit to review Special Educational Needs and Disabilities and a focussed visit to review children in need and those subject to a child

Significant Governance Issues from 2018/19				
Source	Issue	Description	Responsible Officer (s)	Progress
		has been undertaken to address the action plan and key to the success of this visit, is the accuracy of the performance indicators used to report centrally and locally. Some of this is being picked up as part of a cross cutting children's services review and Internal Audit are supporting this by undertaking work to verify the accuracy and evidence through an end to end review of a sample of indicators.		protection plan. Some weaknesses were identified as part of these reviews and the issues raised are being addressed as they are likely to be rechecked as part of any future visit. It is now anticipated the full unannounced visit will take place mid 2019/20.
Central Govt	Local Plan	The Government has legislated through the Neighbourhood Planning Act 2017 the requirement for all areas to be covered by a Local Plan. Where a local authority fails to meet this requirement the Secretary of State has the power to intervene and direct the review and/or preparation of a Local Plan which depending on the circumstances, could be undertaken by another authority or jointly in partnership with surrounding authorities. In all instances the failing authority could be liable to pay the full or a proportion of the costs involved in producing the local plan.	Director of Place, Assistant Director of Planning, Transportation and Public Protection, Strategic Planning Officers	The requirement for a Local Plan is accepted and understood by the council. However, the challenges still being encountered around the Lower Thames Crossing (LTC) which would have a clear impact on any Local Plan, are continuing. Therefore, the issue of adopting a Local Plan is on-going and has been repeated for 2019/20.

Significant Governance Issues from 2018/19

Source	Issue	Description	Responsible Officer (s)	Progress
External and Internal Audit	Oracle access arrangements	<p>Oracle is the main financial accounting system the council operates. However, it has been identified in a number of internal audit reviews that the process for allocating access and permissions to staff who use the system is basic and carries a high level of risk.</p> <p>When someone requires access to Oracle, the manager is asked to provide the name of someone else doing a similar job role and then the access is mirrored. This staff member may already have access to parts of the system they should not be able to access, particularly if they have changed role or job and their previous access has not been removed, so mirroring their access results in the new staff member also having a level that is in excess of that required to do their job. This has also been picked up by the External Auditors and as a result, they have indicated they will have to carry out additional transaction testing and walkthrough testing. They have determined that they cannot place reliance on the access control arrangements as</p>	Director of Finance & IT, Head of IT, Oracle Improvement team	With the move to Oracle Cloud from April 2019, this should be superseded. Under the new system, it is expected that access will be based upon the role, rather than through mirroring an existing member of staff who may have more access than they require to do their job. This should improve the access control arrangements and reduce the risk of unauthorised staff making changes or approving transactions that they do not have the authority to carry out.

Significant Governance Issues from 2018/19				
Source	Issue	Description	Responsible Officer (s)	Progress
		unauthorised staff could make changes to the system, figures etc.		
Risk Register and Internal Audit	Cyber Security	<p>Recent events have shown that no matter what sector organisations operate in, public or private, the increasing reliance on internet based activities makes organisations more vulnerable to 'cyber attacks'. There are substantial risks of being hacked, being unable to use key systems or access key data, all potentially leading to reputational loss. Cyber security is not just the proactive prevention of cyber-attacks, but also the identification and activation of both strategic and technical responses following an attack.</p> <p>It has been agreed that Internal Audit will undertake a review in 2017/18 to check that the council has the relevant technical security controls in place to protect both the council and customer's information from cyber-attack.</p>	Head of IT and Chief Internal Auditor	A review by internal audit at the end of 2017/18 raised a number of issues around cyber security. This was reported to Directors Board and as a result, a follow up review was undertaken at the start of 2018/19 which showed further actions had been completed and the issues identified in the original review had been addressed.

We propose over the coming year to take steps to address the matters set out below to further enhance our governance arrangements.

Significant Governance Issues for 2019/20

Source	Issue	Description	Responsible Officer (s)
Central Government	Troubled Families Programme	A check of the council's claims by the Ministry of Housing, Communities and Local Government (MHCLG) identified a number of concerns around the claims submitted under the Troubled Families Programme. As a result, the council have developed an action plan to address these concerns. This action plan has been agreed by the MHCLG, thereby allowing additional claims to be submitted. Working with the service area, Internal Audit will provide independent verification of a sample of the claims to provide assurance around their accuracy to ensure the council is able to evidence that the claims are correct. It is anticipated that in 2019/20, the level of checks could reduce due to better systems and assurances that can be provided by the service.	Director of Children's Services, Strategic Lead Prevention and Chief Internal Auditor
National & Risk Register	OFSTED	It is likely that the council will be subjected to an unannounced OFSTED visit in 2019/20. During 2018/19, there was a targeted visit and a joint visit which identified some issues that are being addressed. However, it is more likely than not, that OFSTED will undertake an Inspection of Local Authority Children's Services (ILACS) using the new framework developed in 2017 and updated in 2019. This will require a significant input of time and resources, particularly for front line staff who will be subjected to interview.	Director of Children's Services and Strategic Lead Transformation
Central Government	Local Plan	The Government has legislated through the Neighbourhood Planning Act 2017 the requirement for all areas to be covered by a Local Plan. Where a local authority fails to meet this requirement the Secretary of State has the power to intervene and direct the review and/or preparation of a Local Plan which	Director of Place, Assistant Director of Planning, Transportation and

Significant Governance Issues for 2019/20			
Source	Issue	Description	Responsible Officer (s)
		<p>depending on the circumstances, could be undertaken by another authority or jointly in partnership with surrounding authorities. In all instances the failing authority could be liable to pay the full or a proportion of the costs involved in producing the local plan.</p> <p>In addition to the threat of intervention and possible sanctions from Government (as has been seen locally and elsewhere in the country – including Castle Point), an ongoing failure to adopt a sound and deliverable Local Plan would also:</p> <ul style="list-style-type: none"> · Lead to a whole generation of local people being put at risk of not being able to find decent or affordable housing in the Borough; · Undermine efforts by the Council to boost the supply of affordable housing through a lack of viable and deliverable sites for development; · Undermine opportunities to support the future regeneration and renewal of existing local centres and communities; · Prevent the provision of new community infrastructure which requires large sites including primary and secondary schools to meet existing and future needs due to the constraining nature of the Green Belt boundaries in Thurrock and a lack of suitable sites in the urban area · Raise a serious risk that, without an adequate supply of housing to meet workers needs locally, firms could relocate or switch investment to other locations as workforce availability declines. 	Public Protection, Strategic Planning Officers
Internal Audit	Commissioning & Contracts (including	There have been a number of instances, both with large and small contracts where officers have failed to comply with the council's contract procedure rules. Changes in the way in which goods and services can be procured with	Director of Commercial Services, Corporate

Significant Governance Issues for 2019/20			
Source	Issue	Description	Responsible Officer (s)
	compliance with procurement rules)	the move to iprocurement and payment by purchase cards for some off contract spend reduce the burden of having a paper audit trail but rely on officers having sufficient detailed narrative and evidence to support payments. Internal Audit will continue to undertake ad hoc reviews of contract management and Procurement Services will monitor on contract and off contract spend.	Procurement, Strategy and Special Projects Lead and Chief Internal Auditor
External and Internal Audit	Oracle Cloud	From April 2019, the council has implemented Oracle Cloud as its corporate financial, HR, Payroll and Procurement system. Utilising the Cloud allows staff to access and submit claims for overtime, expenses etc. through their own devices once they have downloaded the mobile app. However, it has been identified in a number of internal audit reviews that the process for authorising payments to staff who use the system is reliant on managers checking details and receipts where applicable before auto approving payments. This checking is not always robust and has resulted in duplicate payments being made. As a result, further work needs to be undertaken on Oracle's reporting capability to determine if reports can be generated which would help to identify these duplicate payments. If not, other solutions need to be investigated including the use of specialist auditing software such as Auditware IDEA data analytics.	Director of Finance & IT, Head of IT, Oracle Improvement team

6.0 Conclusion

We are satisfied these steps will help to enhance the governance framework and will monitor their implementation and operation as part of our next annual review.

This statement from the Leader of the Council and Chief Executive, provides reasonable assurance to all stakeholders that within Thurrock Council, processes and systems have been established which ensure decisions are properly made and scrutinised and that public money is being spent economically and effectively to ensure maximum benefit to everyone who is served by the council.

Signature

Date

Lyn Carpenter, Chief Executive

Signature

Date

Cllr Robert Gledhill, Leader of the Council

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Thurrock Council
Statement of Accounts
2018/19
(DRAFT)

INDEX

	Page
Narrative Report	1
Statement of Responsibilities for the Statement of Accounts	23
Auditor's Report	24
Expenditure Funding Analysis	25
Primary Statements	
Comprehensive Income and Expenditure Statement	26
Movement in Reserves Statement	27
Balance Sheet	29
Cash Flow Statement	30
Notes to the Core Statements	31
Supplementary Statements	
Housing Revenue Account	108
Collection Fund Statement - Council Tax	113
Collection Fund Statement - Non-Domestic Rates	114
General Notes	
1 Accounting Policies	31
2 Accounting Standards that have been issued but have not yet been adopted	47
3 Critical Judgements in applying Accounting Policies	48
4 Assumptions made about the future and other major sources of estimation uncertainty	48
5 Material Items of Income and Expenditure	50
6 Restatement of 2015/16 Comparative Figures	50
7 (i) Note to the Expenditure Funding Analysis	51
7 (ii) Adjustments between Accounting Basis and Funding Basis Under Regulations	54
8 Expenditure and Income Analysed by Nature	60
9 Deployment of Dedicated Schools Grant	61
10 Other Operating Expenditure	62
11 Financing and Investment Income and Expenditure	62
12 Taxation and Non-Specific Grant Income	62
13 Members' Allowances	63
14 Remuneration of Senior Staff	63
15 Related Party Transactions	65

INDEX

General Notes		Page
16	External Audit Cost	67
17	Transfers To/From Earmarked Reserves	67
18	Provisions	68
19	Debtors	69
20	Creditors	70
21	Usable Reserves	70
22	Unusable Reserves	71
23	Analysis of Government Grants	75
24	Contingent Liabilities	76
25	Events after the Balance Sheet Date	76
26	Exceptional Items	76
Capital Notes		
27	Heritage Assets	77
28	Assets Held for Sale	77
29	Property, Plant and Equipment	78
30	Capital Expenditure and Financing	83
31	Capital Commitments	84
Financial Instruments Notes		
32	Financial Instruments	85

INDEX**Page****Pension Notes**

33	Pension Scheme Accounted for as a Defined Contribution Scheme	98
34	Defined Benefit Pension Schemes	98

Cash Flow Notes

35	Cash and Cash Equivalents	104
36	Operating Activities Cash Flow Statement	104
37	Investing Activities Cash Flow Statement	105
38	Financing Activities Cash Flow Statement	105
39	Non Cash Movement Cash Flow Statement	106
40	Better Care Fund	107

Notes to the Housing Revenue Account

1	Gross Rent Income	110
2	Depreciation	110
3	Pension Reserve Movement	110
4	Housing Stock	110
5	Major Repairs Reserve	111
6	Capital Expenditure	111
7	Capital Receipts	112
8	Debt Management Costs	112

Notes to the Collection Fund Statement

1	General	115
2	Council Tax	115
3	Income from Business Rate Payers	116

Group Core Statements

	Expenditure Funding Analysis	119
	Comprehensive Income and Expenditure Statement	120
	Movement in Reserves Statement	121
	Balance Sheet	123
	Cash Flow Statement	124
	Notes to the Group Core Statements	125

Glossary of Terms

133

NARRATIVE REPORT

BACKGROUND AND CONTEXT

1. Context

Situated on the north side of the River Thames bordering Essex, Kent and east London, Thurrock is an area of great contrast and unique opportunities.

Thurrock has a well-balanced mix of beauty and business, with major investment planned for homes, jobs and infrastructure and including private sector jobs.

The borough is a mix of green belt interspersed with rural villages and market towns. Nature reserves, heritage locations and sites of special scientific interest abound. Three major ports punctuate the 18 miles of riverfront with associated cranes and gigantic container ships, while industrial parks line the A13.

Thurrock also has a growing population – predicted to rise by approximately 10% every decade. The ethnic profile of Thurrock has become increasingly diverse over the last decade. Both the age and ethnic profiles change significantly between the 20 wards.

Under the banner People, Place, Prosperity, the Council is creating a place where people and businesses want to stay and thrive, and developers and investors want to invest.

Investment in infrastructure for the benefit of residents and local businesses is key. Good roads, health services, schools and leisure facilities are all required to enable people to live and work, play and stay in the borough.

There has been a lot of talk about plans in the past but there is now a step-change to actual delivery – masterplans are agreed with contractors on-site and work is beginning.

Together with partners, Thurrock Council is investing more than £70million to create over 3,500 new school places across the borough in the coming years. We are working towards a future where every resident has a job – 24,500 new jobs are planned for over the next 20 years - with better educated children and skilled residents who can access employment opportunities.

Four Integrated Medical Centres opening in the borough are just one of a series of game-changing initiatives being delivered with our health and well-being partners.

Thurrock is a place with a rich cultural heritage, which is often overlooked. With our cultural partners we are developing plans which will enable all Thurrock residents to enjoy and benefit from high quality arts and heritage activity, creating a strong pride in place, better well-being and economic prosperity.

NARRATIVE REPORT

2. Vision and Priorities

The vision and priorities of the Council are set out below:



Our Vision

An ambitious and collaborative community which is proud of its heritage and excited by its diverse opportunities and future.

Our Priorities

People – a borough where people of all ages are proud to work and play, live and stay.

This means:

- high quality, consistent and accessible public services which are right first time
- build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing
- communities are empowered to make choices and be safer and stronger together

Place – a heritage-rich borough which is ambitious for its future.

This means:

- roads, houses and public spaces that connect people and places
- clean environments that everyone has reason to take pride in
- fewer public buildings with better services

NARRATIVE REPORT

Prosperity – a borough which enables everyone to achieve their aspirations.

This means:

- attractive opportunities for businesses and investors to enhance the local economy
- vocational and academic education, skills and job opportunities for all
- commercial, entrepreneurial and connected public services

3. Location and place

Thurrock is located on the north bank of the River Thames immediately to the east of London. It has excellent transport links with London and the rest of the UK and Europe by road, rail, river and air.

Geography	Extent
Area	165 square km
Riverfront	29 km
Green Belt land	70%

4. Population

Thurrock has a diverse population that is increasing by over 10% every decade.

In 2001 the population was 143,300. In 2011 our population was 158,300. The Office of National Statistics (ONS) currently estimates the population at 170,400 (as at time of publication), and to 175,000 by the time of the next national census, in 2021.

Population estimates are produced by the ONS and are updated periodically. For the latest Thurrock population, go to [NOMIS: local authority profile for Thurrock](#).

The website also provides the latest available information on the labour market profile of Thurrock, including employment, income and benefits statistics.

5. Age and gender

The ONS usually provides new population predictions once a year. For the latest mid-year estimate reports by single age group and by gender, go to ONS: Population estimates for UK, England and Wales, Scotland and Northern Ireland.

NARRATIVE REPORT

The table below summarises ONS' population estimates by age and sex in the UK for mid-2015.

Population section	Estimate
Male	49.25%
Female	50.75%
0 to 14 year-olds	21.13%
15 to 24 year-olds	11.63%
25 to 44 year-olds	29.17%
45 to 64 year-olds	25.19%
65 year-olds and older	12.88%

6. Homes and Houses

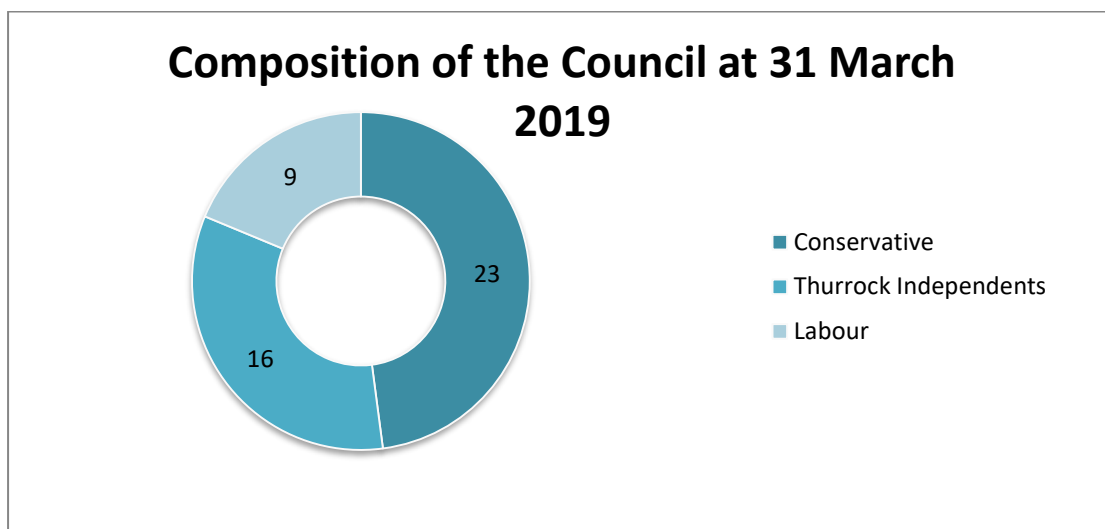
According to the Valuation Office, March 2019, there are 68,266 dwellings in Thurrock. The borough has a target to build 30,000 new homes by 2037 to meet the demand expected from people wanting to live here.

Thurrock has a stock of 10,000 Council houses, including 1,200 sheltered and extra care homes.

House price information below is from the [Land Registry Housing Price Index](#), March 2019. Housing status information is from the national census of 2011.

Housing status	Thurrock	East region	England
Owner-occupier	66.20%	67.60%	63.40%
Rented from the Council or housing association	18.40%	15.70%	17.70%
Rented privately	14.10%	14.80%	16.80%
Average house prices	£268,143	£291,415	£240,949

7. Political Structure



Thurrock is made up of 20 electoral wards. There are 49 Councillors. Residents elect either 2 or 3 Councillors per ward to represent them, depending on the size of population in their ward. Councillors are elected to serve for 4 years, after which a new election must be held. Thurrock holds elections in 3 out of every 4 years, with a third of all Councillors being elected or re-elected during an election year. There are no elections during the fourth year – this is called a 'fallow year'.

8. The Cabinet

The Cabinet includes the Leader of the Council and 7 other Councillors. Each Cabinet Member is responsible for a policy area, known as a portfolio.

The Cabinet is responsible for:

- publishing a forward plan that gives at least 28 days' notice about the key decisions it will take
- making most of the Council's main budget and policy decisions
- recommending the budget and important policies for the Council to agree on
- deciding certain policies
- carrying out important plans and strategies

Members of the Cabinet

The members of the Cabinet and their portfolios are listed below as at the 31 March 2019:

Cabinet Member	Role	Portfolio
Councillor Rob Gledhill	Leader of the Council	Public Protection & Anti-Social Behaviour
Councillor Shane Hebb	Deputy Leader of the Council	Finance
Councillor Gary Collins		Central Services
Councillor Mark Coxshall		Regeneration
Councillor James Halden		Education & Health
Councillor Deborah Huelin		Communities
Councillor Barry Johnson		Housing
Councillor Susan Little		Children & Adults Social Care
Councillor Aaron Watkins		Environment & Highways

NARRATIVE REPORT

9. Risk Management

Risk management involves:

- Identifying and analysing risks
- Taking steps to control and reduce these risks
- Financing the cost of risk in an efficient way

All departments must engage in Risk Management. Insurance cannot eliminate the possibility of all accidents or loss. If there is an accident or loss, insurance cannot cover for:

- Disruption
- Damage to the Council's reputation
- Lowered morale of staff
- The stress and anxiety that always accompanies accidents and losses.

It is also important to keep the number of claims made on an insurance policy to a minimum. A poor claims record will result in higher insurance premiums.

A structured approach to risk management will result in:

- A general awareness of the cost of risk
- A culture that is committed to reducing risk and minimizing loss

The Council also has a Corporate Risk Management Group, which considers the whole range of business risks facing the Council. For details of this service contact the Senior Risk Management Officer, Audit Department.

The Corporate Risks are set out below priority (rating) and then reference number order.

- **Health and Social Care Transformation - Risk 1 (Rating: 12 Critical/Likely)**

Significant programme management capacity and expertise is required to deliver both the Adult Social Care Transformation Programme and the Health and Social Care Integration Programme (including the Better Care Fund). There are also challenges to overcome to progress a programme which is truly 'whole system'.

This includes current pressures on the Essex-wide health economy, a 'local' health agenda which is geographically broader than Thurrock, and how decisions made by non-Thurrock parts of the Essex-wide system will impact upon what Thurrock wants and needs to achieve. Thurrock is a very low spending authority per capita on Adult Social Care (ASC) and also faces significant challenge in its ability to meet the growth in demand and complexity.

The department has though received additional funding for ASC which it has used to help provide stability and capacity, including helping to deliver the essential transformation required.

- **Adult Social Care Stability and Market Failure - Risk 6 (Rating: 12 Critical/Likely)**

Adult Social Care has received additional funding during the last two years – through a precept as part of the Council Tax and also through the Improved Better Care Fund. A significant proportion of this money has been used to stabilise the market place and deliver sustainability for care providers.

This has included increasing the capacity of the contract and brokerage team to ensure contract compliance visits and monitoring to take place in a timely manner – reducing or aiding early identification of risks. The introduction of a Brokerage function has also meant that more realistic costs and fees are negotiated. In addition uplifts have been provided (as described in the risk description) to improve stability and domiciliary care has been retendered. Further work

NARRATIVE REPORT

will continue during 18-19 that will contribute towards the stability and sustainability of the market place – including diversification. Despite this, the risk is very real but will be reviewed once the new domiciliary care tender has had sufficient time to embed.

- **CSC, Service Standards & Inspection Outcome - Risk 7 (Rating: 12 Critical/Likely)**

This risk evaluates the impact of increased demand and resource pressures on children's social care quality of service and provision. The pressures outlined throughout previous years remain acute. They include increased volumes, increased complexity and ongoing activity to review high cost placements. The implementation of the early help service model and the Thurrock multi-agency safeguarding hub (MASH) has been successful although as anticipated it has led to an increase in the volume of work to children's social care, this is ongoing. The service continues to maximize the external investment and opportunities presented through the Troubled Families Programme and continuously measures impact of the MASH. Ongoing savings to be made across Children's Services including from the Children's Social care budget will be risk assessed to mitigate the impact on front line services. The service has to be demand led and cannot fail to respond to the needs of a child due to budget or resource constraints.

Changes on a local, regional and national level can have a significant impact on the demand for services. War and international factors can result in an unplanned increase in the number of unaccompanied asylum seeking children or families with no recourse to public funds. Geographical movement of families across the Eastern Region and London can see a rise in families needing services, including large sibling groups. An incident of civil disorder could result in more young people being placed in custody and a resulting increase in remand costs to the local authority. Caseloads are too high in some teams and this represents a pressing safeguarding concern. Areas for improvement have been identified within the recent Ofsted (SIF). The level and complexity of some children and young people's needs and the lack of available national resources (specialist placements) to meet those needs is driving up cost pressures.

- **CSC, Safeguarding & Protecting Children & YP - Risk 8 (Rating: 12 Critical/Likely)**

The nature of the work in terms of safeguarding and supporting children at risk of harm means that this will always be a high risk area although through the application of the S.E.T (Southend, Essex & Thurrock) Child Protection procedures the department actively works to mitigate this risk and reduce the likelihood. The risk of children and young people coming to harm cannot be completely eliminated and the risk level needs to remain high and ensure clear vigilance across the council and partner agencies. New and emerging risk factors will arise and there is always a potential for agencies 'not knowing, what they don't know' that needs to be guarded against.

Embedding the Multi Agency Safeguarding Hub and Early Offer of Help has supported earlier identification of risk through a multi-agency approach enabling the department to work to intervene at an earlier stage and reduce the risk of harm in some cases. The impact for individual children and families, particularly in cases of child death is significant and whilst actions to reduce the likelihood are implemented the impact will remain as critical. There is also a critical impact score in terms of reputational damage should a child death or serious injury occur. The ongoing nature of risk in child protection and safeguarding is such that despite effective mitigation the acknowledgement of the risk needs to remain high and will not reduce. This is not to say that the risks are unmanageable but for effective management the gravity and complexity of the risk needs to be acknowledged. Within the context of this work we have a high level and critical risk that is being proactively managed.

The management of the risk across partner agencies is reducing the likelihood of such risk, where the potential for such risks are known but cannot reduce the potential magnitude for the child in incidents such as child death or permanent disability. The unknown element of risk for families not known to the service means that overall the likelihood remains high.

NARRATIVE REPORT

- **Business Continuity Planning - Risk 21 (Rating: 12 Critical/Likely)**

The risk evaluates the position if business continuity plans are not coordinated and maintained, which would lead to service delivery arrangements across the council being ineffective in times of a disruption affecting the council and Thurrock e.g. loss of ICT, loss of use of the Civic Offices. Oversight of Business Continuity Management is now being provided by Performance Board.

The list of current BCPs and critical functions has been updated and will form the basis of ongoing review process by Performance Board and service areas. BCPs are the responsibility of individual service areas. A recent internal audit report on emergency planning, separately recommended a review of BCP arrangements at service level.

- **Fraud - Risk 23 (Rating: 12 Critical/Likely)**

The Counter Fraud & Investigation service has an organisational-wide strategy and proactive work plan to monitor and manage the identified risks. In the 2016/17 year the service detected £4.5m of fraud and recovered £3.2m back in to the council. A persistent training and education regime is in place, where experts from the service work with staff, contractors, and members in the council's supply chain to identify and mitigate the risks, and increase awareness.

The council has current and effective policies on Counter Fraud, Bribery & Corruption and Money Laundering which are kept under constant review. These policies acknowledge the threats and install an action plan in identified incidents including, civil & criminal litigation and redress to recover any identified losses. Any control weaknesses identified in investigations are rectified in collaboration with the affected services and Internal Audit through SMART Action Plans.

- **Impact of UK Withdrawal from the EU - Risk 28 (Rating: 12 Critical/Likely)**

Although Central government remains confident that a deal will be made prior to the UK leaving the EU, there is still an element of uncertainty that it will not be reached or in place by March 2019. Withdrawal from the EU involves a complex set of negotiations and the outcome of the process is difficult to predict. The Council is working with the Essex Resilience Forum and wider stakeholders to consider and plan for the potential impact of Brexit on Thurrock and the Council.

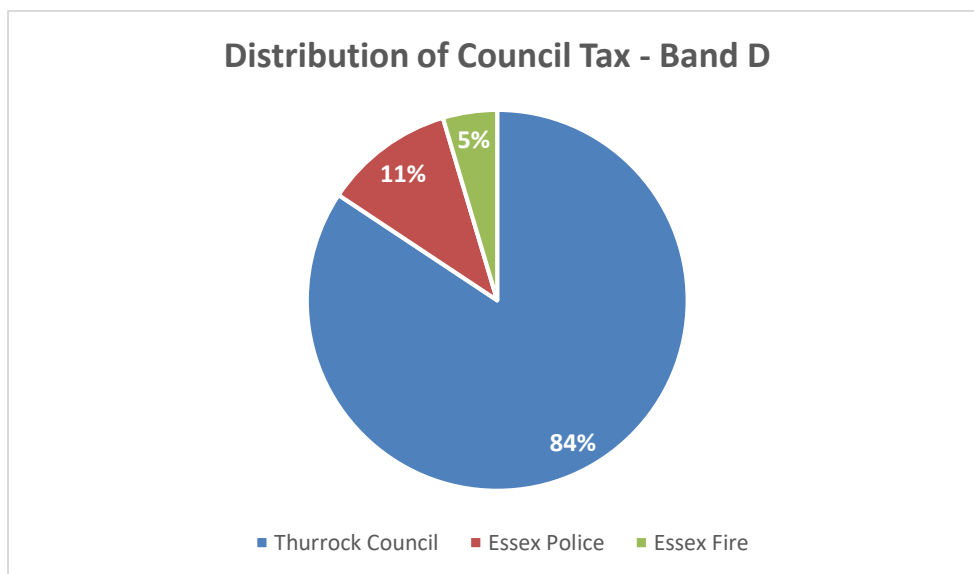
10. Council Tax 2018/19

The net budget requirement for a Council is the amount needed to finance Council services after allowing for planned expenditure and income. For 2018/19, this was set by the Council at £114.742m. The amount met by Revenue Support Grant, other grants from Central Government, the projected surplus/deficit in the collection fund, transfers to and from reserves and Business Rates (under the retention arrangements) was £49.334m leaving £65.408m to be raised locally from Council Tax (the Council Tax Requirement).

The 2018/19 Band D Council tax for Thurrock Council services, including the adult social care precept was £1,287.61. The calculated amounts were based on an estimated Council Tax Base (after allowing for irrecoverable debts and the local Council tax support scheme) of Band D equivalent properties.

The total Band D Council tax for the borough was £1,527.21 distributed amongst the preceptors as set out in the chart below.

NARRATIVE REPORT



11. Regeneration and Investment

Thurrock has a growth strategy to create 24,500 jobs. There are 6 major growth hubs in the borough:

- London Gateway, the world's most modern port, alongside Thames Enterprise Park, the UK's largest logistics park
- Major improvement schemes in Grays, Tilbury and Lakeside
- A transformation of Purfleet that will build upon the success of the internationally-acclaimed cultural and creative industries centre at High House Production Park

Future proposed developments to transform Thurrock include:

- Proposals to transform predominately brownfield sites in **Purfleet** into a new community and world class creative hub took a big step forward after being granted outline planning permission in April 2019.
- The plans for the 58 hectare scheme, which are expected to create about 2,200 new jobs, have been designed in close partnership with the community and include a new town centre, shops and restaurants, a media village, medical centre, new primary school, improved transport infrastructure and 2,850 new homes.
- Work has started in **Grays** to design new public spaces and other developments to go either side of a pedestrian underpass that's planned to go under the railway line and a town centre design guide which will set the standard for future development in the town centre. The design team is looking at the town as it is now, along with new opportunities for improvement and will soon be asking for the views of local residents, community groups and businesses.
- An expansion of **Lakeside and West Thurrock** retail offer to include major leisure functions both to the north and south of the existing shopping centre. Work to improve accessibility to Lakeside by car and other means of public transport will help to place shape and delivery of new homes in the area will provide further opportunity.

NARRATIVE REPORT

- Regeneration of **Tilbury's** town centre and Civic Square through growth of primary care facilities and wider business opportunities such as port expansion to reduce levels of inequality and support job creation. Expansion of the **Port of Tilbury** through the development of London Distribution Park is key to growing the port's already successful distribution capability and securing Tilbury as the leading logistics and distribution hub.
- **London Gateway** is increasingly known as a major operator in international shipping. The first three berths (of an eventual six) have hosted some of the largest ships in the world and the next berth is under construction. Further investment must be secured to ensure potential is reached and complementary skills programmes and development of supply chains is needed to ensure future workforce requirements are understood.
- Enabling the development of **Thames Enterprise Park** and securing higher value, high-tech sectors with strong innovation, investment in research and development and export potential. In creating a workforce strategy for the area future gaps in labour and skills requirements will be identified. The Council has an enabling role to play, especially in delivering the workforce that leads to its success.
- Concentration on enabling and embedding factors to deliver growth and then secure maximum benefit. This shift will support a focus on continuing economic growth rather than developing conditions to encourage growth which has been the focus to date.

NARRATIVE REPORT

STATEMENT OF ACCOUNTS & FINANCIAL PERFORMANCE

1. Statement of Accounts

The Statement of Accounts comprise of the following statements:

- (i) The ***Expenditure and Funding Analysis*** shows how annual expenditure is used and funded from resources (government grants, rents, Council tax and business rates) by local authorities in comparison with those resources consumed or earned by authorities in accordance with proper accounting practices. It also shows how this expenditure is allocated for decision making purposes between the Council's directorates. Income and expenditure accounted for under proper accounting practices is presented more fully in the Comprehensive Income and Expenditure Statement.
- (ii) The ***Comprehensive Income and Expenditure Statement*** shows the accounting cost in the year of providing services in accordance with proper accounting practices (rather than the amount to be funded from taxation). The taxation position is shown in the Movement in Reserves Statement.
- (iii) The ***Movement in Reserves Statement*** shows the movement in the year on the different reserves held by the Council, analysed into Usable Reserves and Unusable Reserves. The Surplus or Deficit on the Provision of Services line shows the true economic cost of providing the Council's services, more details of which are shown in the Comprehensive Income and Expenditure Statement. These are different from the statutory amounts required to be charged to the General Fund Balance and the Housing Revenue Account Balance for Council Tax setting and housing rent setting purposes.
- (iv) The ***Balance Sheet*** shows the value of the assets and liabilities of the Council. The net assets of the Council (assets less liabilities) are matched by the reserves held by the Council. Reserves are reported in two categories:
 - Usable Reserves – those the Council may use to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use.
 - Unusable Reserves – those the Council cannot use to provide services. These include reserves that hold unrealised gains and losses that would only become available to provide services if assets are sold; and reserves that hold adjustments between accounting and funding certain transactions which are permitted under regulations.
- (v) The ***Cash Flow Statement*** shows the changes in cash and cash equivalents, net of bank overdrafts that are repayable on demand, during the reporting period. The Statement shows how the Council generates and uses cash and cash equivalents by classifying cash flows as operating, investing or financing activities.
- (vi) The ***Housing Revenue Account (HRA) Income and Expenditure Statement*** shows the annual economic cost of providing housing services in accordance with proper accounting practices, rather than simply the amount to be funded from rents and government grants.
- (vii) The ***Collection Fund Statement*** records the Council tax and business rates transactions in the financial year. Billing authorities are required by statute to maintain a separate Collection Fund Statement. The actual costs of administering collection are accounted for in the Council's General Fund; the amount is an allowance fixed in accordance with the relevant regulations.

NARRATIVE REPORT

For Group Statement of Accounts comprise a group version of items (i) to (iv) incorporating the results of the group companies – Thurrock Regeneration Ltd and Thurrock Homes Ltd.

2. The Code of Practice on Local Authority Accounting in the United Kingdom 2018/19.

These accounts have been prepared in accordance with the Code of Practice 2018/19 (The Code), published by the Chartered Institute of Public Finance and Accountancy (CIPFA), which defines proper accounting practice for local authorities.

3. Financial Performance

■ Overall Position

The net cost of services in the Comprehensive Income and Expenditure Statement has been presented in accordance with the requirements of The Code. This is a different basis to the financial monitoring information generally presented to Cabinet as it contains a number of technical accounting charges that are later reversed out through the Movement in Reserves Statement (MIRS). These adjustments include:

- Depreciation – the writing down of the value of an asset over its useful life;
- Revaluation/Impairments – where an asset has been re-valued, any reduction in value may be a charge against the service and some increases may be reflected as a credit against the service;
- Pension Fund Adjustments – the amount that the Council pays Essex County Council is based on a fixed percentage charged against actual salaries paid as well as a fixed sum towards the cost of the deficit – accounting standards requires the Council to charge amounts in line with the Actuary's assessment of the real net cost of the pension scheme in any year; and
- Untaken Annual Leave – services are charged for the 'additional service' that they received from employees through not having taken their full entitlement to leave.

These create significant charges and credits to the cost of the various services - these are then reversed out through the MIRS, have a zero impact on the Council's overall resources. The financial outturn will be reported to Cabinet on 13 June 2018 is set out in the section below.

The Financial Outturn

The 2018/19 financial year saw Thurrock Council achieve, for the first time, the start of five years self-sufficiency which now means a balanced budget up to, and including, the 2022/23 financial year.

Furthermore, over the course of the 2018/19 municipal year, the Council maintained the General Fund Balance at £11m, an increase of 38% compared to £8m on 31 March 2017. The Housing Revenue Account Balance has been maintained at £2.175m.

Members should note that these Balances are arguably the most important reserves that a Council holds as they are set aside for unplanned impacts on the budget such as unmitigated over spends and income short falls. These are different from Earmarked Reserves that, by definition, are set aside for planned expenditure and are often restricted to specific terms. As such, the rationale of using these for financial resilience judgements is a flawed approach.

Services continue to be protected and Members continue to have flexibility to identify additional funding for priority areas such as the reduction of anti-social behaviour through both good budget management and achievement of year-end surpluses. Service Reviews remain a critical

NARRATIVE REPORT

component of the self-sufficiency agenda; as well as providing an ability to improve the quality of the services that council provide.

The council has benefited from a recent history of prudent financial management to meet the financial challenges arising that have predominantly related to demand-led social care pressures and meet the ongoing demands within Environmental Services. Mitigation has included managing demand, further income generation, improving efficiency and reducing non-essential spend. These challenges have been met while continuing to build financial resilience and delivering improved services in more efficient and innovative ways.

This report provides a high level summary on the outturn for 2018/19 for the General Fund, Housing Revenue Account and Capital.

In summary, expenditure has been achieved within the overall budget envelope and enabled an increase to balances to mitigate future financial risk and ensure capital funding is available to support housing and regeneration programmes.

Introduction and Background

Members have received finance reports throughout the year. The month 9 report showed that the Council still had a predicted deficit of £0.35m due to pressures in Children's Social Care and Environment & Highways. These pressures have been fully mitigated by further improvements to the council's treasury position and savings within the support service Directorates. These pressures were all recognised within the budget setting for 2019/20 with additional funding being allocated to each. Through this, the Council has maintained the General Fund balance at £11m while increasing reserves to support improvements to services in future periods and ensure financial resilience against planned changes to the funding of local authorities, and any economic downturns which may affect the council's ability to fund the services which residents use and depend.

The table below summarises the outturn position in line with financial reporting requirements, including the movement in reserves, and the prior year position to allow year on year comparison.

NARRATIVE REPORT

Net expenditure chargeable to the GF and HRA balances

2017/18 £'000	Directorate	2018/19 £'000
35,351	Adults; Housing and Health	38,465
37,471	Children's Services	37,678
488	Commercial Services	650
20,813	Environment and Highways	21,972
4,681	Place	3,798
9,449	Finance, IT and Legal	10,296
3,446	HR; OD and Transformation	3,504
3,751	Schools	(188)
1,723	Corporate Costs	2,292
2,285	Corporate Strategy & Communications	2,187
119,458	Net Cost of General Fund Services	120,654
(1,878)	Housing Revenue Account	(2,730)
117,580	Net Cost of Services	117,924
(120,970)	Other Income & Expenditure	(131,169)
(3,390)	(Surplus)/Deficit	(13,245)
(18,581)	Opening General Fund and HRA Balance	(21,971)
(3,390)	(Surplus)/Deficit in year (per table above)	(13,245)
(21,971)	Closing General Fund and HRA Balance	(35,216)

The table above shows the total opening and closing usable reserves of the Council. This can be misleading as a number of reserves are for specific use and those relating to schools include the end of year balances specific to individual maintained schools.

There has been a lot in the press about financial resilience and how levels of reserves have been reported as a means to determine the resilience of any one authority. Members should be aware of the key points for Thurrock:

- The figures used were the change in reserves, including earmarked reserves, between 1 April 2015 and 31 March 2016. There was an exceptional planned expenditure in this financial year that was circa £13m to exit the Serco contract that resulted in ongoing savings in excess of £3m per annum;
- Another significant reduction related to the end of year balances of individual schools. These are not usable by Thurrock Council. As more schools transfer to Academy Status, these reserves reduce as the balances are paid over;
- The main balance that is not earmarked is the General Fund Balance. During the period in question, this stayed stable at £8m but has since been increased by 38% to £11m and subsequently maintained; and
- The position as at 31 March 2019 includes increased reserves for Transformation purposes to further manage costs and a financial resilience reserve of £4m to manage changes relating to accounting, funding and economic factors.

Whilst the overall level of reserves has increased by £13.2m, these include funding raised from the surplus delivered in 2018/19 for expenditure in 2019/20 and beyond, including funding for the additional police officers, Anti-Social Behaviour, support for the outcomes from the Mental

NARRATIVE REPORT

Health and Debt Summits, Lower Thames Crossing, target hardening, HRA capital build schemes and a Financial Resilience Reserve to manage the transition to the new business rates system and revaluation that both take effect from 1 April 2020.

The table below sets out the Council's reserves by category:

31-Mar-18 £'000	Reserve Category	31-Mar-19 £'000
2,193	Education and Schools	909
(1,867)	Adults, Community and Health	(1,635)
(200)	Grant Carried Forward	(93)
(2,453)	Other Earmarked Reserves	(4,573)
0	Transformation Reserve	(3,450)
0	Financial Resilience Reserve	(4,000)
(11,000)	General Fund Balance	(11,000)
(8,644)	HRA Related	(11,373)
(21,971)	TOTAL	(35,216)

- Education and Schools – Primarily individual schools balances and Dedicated Schools Grant which are ring-fenced for specific use. This reflects the current deficit DSG position;
- Adults, Community and Health – Primarily Public Health grant and Better Care fund which are ring-fenced for specific use;
- Grant carried forward – ring-fenced grant allocations for specific use as per grant conditions;
- Other earmarked reserves – this includes identified surplus funding that Members allocated in December 2018. This also captures all other earmarked reserves including ring-fenced accounts such as building control, planning and Salix;
- Transformation Reserve – balances set aside to enable specific transformation projects and manage the funding and delivery of these between financial periods;
- Financial Resilience Reserve – This reserve has primarily been established to manage the funding implications associated with the transition into the new system of business rates retention. This anticipates a potential reduction in funding available from historic growth in the system when the business rate baselines are reset alongside wider changes to the system of funding. The reserve also enables wider financial resilience to offset any wider impacts of the introduction of new financial accounting guidance on the treatment of investment balances;
- The General Fund Balance – the balance has been maintained to protect the Council from unmitigated budget pressures; and
- HRA Related – a balance of £2.175m to protect the council from unmitigated budget pressures. The remaining balance represent the capital reserves supporting existing Council programmes.

NARRATIVE REPORT

Front Line Service Commentary

Adults, Housing & Health

Adults Social Care received additional in-year funding from Central Government in an attempt to ease a number of nationally recognised issues related to increased demand for care over the winter period and to further support efforts being undertaken to reduce delayed transfers of care from hospitals.

In conjunction with Thurrock CCG, the Directorate identified and implemented a number of short-term initiatives which increased capacity within the domiciliary care market and improved pathways for patients leaving hospital who require ongoing social care support.

As in previous years, residential placements and support packages for people with learning disabilities, autism, challenging behaviours and mental health issues remained a significant financial risk. The directorate were able to utilise the Adult Social Care Support Grant to partly offset these pressures.

Funds held within the pooled Better Care Fund further supported the directorate in their efforts to stabilise the domiciliary care market following a full tender exercise for the service in 2017/18. This area remains a high risk and requires a new approach to the ways in which the services are delivered to ensure they are sustainable long-term. In the absence of the Social Care Green Paper there is still uncertainty surrounding future funding levels and proposed national reforms to the sector which makes long term planning difficult.

Housing General Fund

The implementation of the Homelessness Reduction Act in April 2018 has brought about significant changes to the delivery of services by the Housing Solutions Team. The requirement to provide homelessness services to everyone who is eligible and considered homeless (regardless of priority need and intentional homelessness) has resulted in considerably more people being provided with assistance and this has had a significant impact on the budget. Additional funding released in the fourth quarter helped mitigate part of this.

Children's Services

In line with the challenging circumstances being experienced nationally, Children's Services faced a number of budget pressures throughout the year.

An ongoing heavy reliance on agency staff continued to have significant impact on the budget alongside the implementation of a new staffing structure which increased caseload capacity amongst social workers.

Services for vulnerable children are demand led by nature and although the number of looked after children reduced, the associated costs remained high due to the ever changing mix of placement tenure. The teams carried out regular reviews of the high cost out of borough placements and recommissioned alternative provision where possible whilst ensuring appropriate outcomes for individuals. Payments for special guardianship, adoption and fostering arrangements were thoroughly reviewed but remained a cost pressure.

The Brighter Futures Board closely monitored the delivery of the Troubled Families Recovery Plan throughout the year and the one-off funding amount was reduced in line with the levels of successful payment-by-results outcomes demonstrated.

School transport pressures have been contained within the overall budget but further ongoing work in this area is required.

NARRATIVE REPORT

Environment and Highways

Environment and Highways received additional investment in 2018/19 to support the increase in demand for services across the borough, yet a number of budgetary pressures were still identified and reported on throughout the year.

As in 2017/18, waste collection remained a significant cost pressure for the directorate due to the reliance on agency staff, high fuel costs and the introduction of an additional refuse round.

Action was taken to manage budgets and control spend; this included budget challenge sessions with all budget holders to reduce discretionary spend, a freeze on all non-essential recruitment and an ongoing exercise to review agency personnel and award fixed term/permanent contracts where appropriate. There was also considerable challenge of spend on the waste disposal contracts as well as a communications campaign to further support residents in reducing contamination within their recycling waste.

A mild winter resulted in a lower need for gritting services than anticipated which also helped further mitigate a number of cost pressures.

Place

Rental income for commercial properties performed well and alongside this there was a reduction in the anticipated spend on property maintenance in the last quarter.

Conditions surveys were initiated in-year on a number of assets; this is the first stage of the development of a schedule of the required repairs and maintenance works going forward and this remains an area of focus for future years.

The theatre and museum service once again delivered a self-financing position for the year, largely facilitated by the success of the pantomime over the festive period.

Dedicated Schools Grant (DSG)

Nationally, all local authorities and the education system have struggled to meet the additional demand for payments in support of children with statements/Education and Health Care (EHC) plans; for out of borough placements; for independent special school residential placements and for special educational needs and disabilities SEN(D) top up payments.

The high needs block remains a significant issue for Thurrock due to the increased efforts to maintain pupils within mainstream provision with additional externally commissioned specialist support.

The early years block exceeded the funding received from the Education and Skills Funding Authority (ESFA) and this area will undergo a review of the ways in which the policy is being applied across the borough with the intention to present a report to the schools forum in 2019/20.

The DSG has a carried forward deficit of £3.8m. A plan to address the deficit was agreed as part of the 2019/20 budget setting process. A return will be made to the ESFA by the 30th June that outlines the reason the deficit occurred and actions taken to contain expenditure within the funding envelope provided.

Other Income and Expenditure

The Council's investment approach and continued commercial focus has yielded additional returns in 2018/19 enabling greater investment in services and improved the level of useable reserves.

NARRATIVE REPORT

Housing Revenue Account

The HRA General Reserve has once again been maintained to expected levels in line with the HRA business plan.

As in previous years budget pressures were caused by the responsive repairs and maintenance service, these were mitigated by part year staff vacancies and in-year slippage to projects led by the Housing Operations service.

Rental income exceeded expectation due to a reduction in Right-To-Buy sales. This was used to offset a requirement to increase bad debt provision due to a rise in the number of tenants receiving Universal Credit and falling into arrears.

Additional resources have been allocated to the Development Reserve to fund a programme of adaptation works to Sheltered Housing properties and to offer continued support to the New Build Programme and Estate Regeneration work streams being carried out in 2019/20.

Capital Programme

Total capital expenditure for 2018/19 amounted to £65.945m. A summary of this expenditure analysed by service, is set out below and also shows the source of financing.

Service	Budget £'000s	Total £'000s	Variance £'000s
Adults; Housing and Health	1,725	1,085	(640)
Children's Services	7,244	5,813	(1,431)
Environment and Highways	11,409	10,308	(1,101)
Finance and Information Technology	2,250	1,604	(646)
Housing General Fund	92	47	(45)
Housing Revenue Account	23,897	21,303	(2,594)
HR; OD & Transformation	2,508	2,077	(431)
Corporate Strategy & Communications	15	12	(3)
Place	24,795	23,696	(1,098)
Total	73,934	65,945	(7,989)

Source of Finance	Budget £'000s	Total £'000s	Variance £'000s
Prudential Borrowing	21,916	15,517	(6,399)
Usable Capital Receipts	3,610	6,196	2,586
Earmarked Usable Capital Receipts	4,405	3,639	(766)
Major Repairs Reserve	10,668	10,015	(653)
Grants	8,982	7,122	(1,860)
Other Grants	20,295	20,082	(213)
Developers Contributions	3,484	3,353	(132)
Revenue Contribution to Capital	0	0	0
Reserves	574	22	(552)
Total	73,934	65,945	(7,989)

NARRATIVE REPORT

The capital outturn position includes the delivery of the following projects in 2018/19:

- £25.6m spent on improvements to the highways infrastructure, including design, land acquisition, land clearance costs for the widening of the A13 between Orsett Cock and Manorway interchanges, cycle and bus improvements to Tilbury station, Buckingham Road junction modifications, HGV control measures on the A1014 - and works to the Thurrock cycle network.
- £9.8m spent on transforming council homes, with the replacement of kitchens, bathrooms, electrics, boilers, windows and roofs.
- £1.0m spend on environmental improvements including works to war memorials, improvements to burial grounds and open spaces.
- Completion of expansion works to Ockendon Academy School in South Ockendon, with a gross spend of £1.0m over the period 2016/17 to 2018/19.
- Works in progress - During the year a number of projects commenced which are expected to be completed during the current or next financial year.

As at 31 March 2019, the Council had authorised expenditure in future years of £7.9m. In addition a further £183.4m had been previously authorised for use in 2019/20 to 2021/22, giving a total future years' commitment of £191.3m.

This includes:

- £49.0m on widening of the A13;
- £22.9m on housing new build developments;
- £16.8m on school expansions;
- £12.4m on the Purfleet redevelopment;
- £9.7m on improvements to Grays South;
- £9.7m on improvements to Stanford Le Hope rail/bus interchange; and
- £8.2m on a 21st Century Care Home.

■ Cash Management

The Council has cash management processes in place to ensure funds are available as required. This is supported by ready access to borrowings from the money markets to cover any day to day cash flow needs. While the PWLB provides access to longer term funds it also acts as a lender of last resort to local authorities. The Council is also required to produce a balanced budget each year under the Local Government Finance Act 1992, which ensures that sufficient monies are raised to cover annual expenditure. Hence the Council has processes in place to raise finance to meet its commitments as they fall due.

■ Corporate Performance

The Corporate Performance framework articulates the vision and corporate priority activities for the year, alongside the corporate key performance indicators which demonstrate the statistical evidence the Council will use to monitor the progress and performance against those priority activities.

Progress against the corporate performance framework is monitored on a monthly basis by Performance Board – a cross Council group of service-specific performance experts – who report to Directors Board and portfolio holders on a monthly basis. This is then reported for further scrutiny on a quarterly basis to Corporate Overview and Scrutiny Committee, before being presented to Cabinet.

NARRATIVE REPORT

The Corporate KPI Framework in 2018/19 included approximately 44 pieces of performance data which were used to monitor activities and progress in key areas.

By the end of 2018/19, 66% of those KPIs had achieved their target and 34% had failed to reach their target. 50% of indicators were better than the previous year.

Some of the indicators that were below target include recycling rates and staff sickness for which there are plans in place to improve in 2019/20.

■ Pensions

Thurrock Council is a member of the Local Government Pension Scheme that is administered by Essex County Council. There are a number of entries included within the accounts that are further explained in Note 34 to the accounts but, in summary, the Comprehensive Income and Expenditure Statement includes the amounts due for the year whilst the Balance Sheet includes the outstanding liability on the fund.

This liability is the estimate of future payments to retired employees against future income to the fund from contributions and investments. The liability has decreased by £15.912m to £154.388m between 31 March 2018 and 31 March 2019.

■ Material and Unusual charges/credits to the accounts

Significant items of income and expenditure are highlighted in Note 5 to the financial statements. These include expenditure on housing benefit and interest payments and the receipt of Council tax income, business rates income and government grants.

Further material items to note in 2018/19 are:

■ External Investments

The Council has approved an Investment Strategy to meet service pressures and support service improvements in the Borough. On this basis the Council has invested an additional £341m in 2018/19.

This includes further investments in the renewable energy sector, other bonds and the Council has further increased its investment with the Local Authority Property Fund run by the Churches, Charities and Local Authorities (CCLA) Investment Management Ltd.

These investments are reflected in the appropriate Balance Sheet categories.

■ Significant changes in accounting policies

The key accounting changes in 2018/19 include:

- The accounting policy on revenue recognition now incorporates the additional guidance on included in the Code to reflect the requirements of IFRS 15 (Revenue from Contracts with Customers)
- The accounting policies in respect of Financial Instruments have been updated to reflect the Code's adoption of IFRS 9 Financial Instruments.
- Following these changes to the Code the Council has introduced the incurred loss model for the impairment of non-contractual debts including relevant disclosure requirements as a consequence of the expected credit loss model for impairment being introduced by the adoption of IFRS 9.

NARRATIVE REPORT

4. Future Financial Issues

■ Economic Outlook

The outlook for Local Authority funding remains challenging and uncertain pending the confirmation of the overall funding of Local Government in the Comprehensive Spending Review and confirmation of the Council's allocation following the completion of the Fair Funding Review. In addition the new Business Rates Retention system is expected to commence from 2020/21. Once these elements have been completed Local Authorities will have the ability to plan with more clarity to meet the challenges faced. The main sources of income to fund general services remain government grants, business rates income and Council tax. This continues to be supported by an investment strategy to generate returns to meet service pressures while delivering service improvements in the Borough and improving the financial resilience of the Council. The continuing financial challenges combined with the continued increase in demands for services - especially in children's and adult social care means the Council continues to identify and assess transformation opportunities to meet these challenges.

The localisation of business rates continues to increase uncertainty over the level of income retained from this source. The Council retains approximately 27% of the total amount collected but continues to manage the risk arising from successful appeals against rateable value assessments. The current plans for the further localisation of business rates mean the Council's exposure to risk may increase going forwards (subject to confirmation of the mechanics of the proposed system).

The Council continues to benefit from low interest rates as a result of the debt restructuring exercise carried out in 2010. Interest rates continue to be monitored in conjunction with advice from treasury management advisors and the debt profile will be considered going forward. The Council will review and reassess the benefit of a phased move to fixed rates in line with this advice and will provide cover against interest rate exposure.

■ General Fund

For the period 2019/20–2022/23, the Council continues to deal with a reduction in government related support, together with service pressures mainly due to demographic growth, requiring overall savings of £5.13m to be delivered.

The Council has currently set a budget that is balanced for the period 2019/20 and a medium-term financial strategy that is balanced until 2022/23. The Council continues to monitor the implications of the medium term financial strategy to the delivery of services and the achievement of priorities going forward.

The Medium Term Financial Strategy assumes further grant reductions in line with government fiscal announcements as well as increases in business rate growth, annual Council tax increases and the delivery of savings. The Council investment strategy continues to mitigate against further service pressures while accepting there is additional interest rate risks to be monitored.

■ Capital and Treasury Issues

Councils continue to be reliant on a number of capital grants from central government towards building schools and highways works. The Council also continues to assess capital bids to support service areas and provides funding for those approved by the relevant boards.

In addition the Council continues to develop a place making capital programme to support wider regeneration aims in the borough. This will be supported by funding from a range of sources including internal resources, prudential borrowing, grant funding as well as seeking investment from relevant partners.

NARRATIVE REPORT

The Council continues to access the South Essex Local Enterprise Partnership funding for regeneration projects and highways.

5. Specific Accounting Issues

■ Accounting for Group Companies

The Council continues to consolidate the financial statements of the subsidiary companies Thurrock Regeneration Ltd and Thurrock Homes Ltd.

The group financial statements are included in this document.

6. The Council's Economy, Efficiency and Effectiveness in the Use of Resources

The Council has consistently come within the operational budget, despite significant in-year pressures, since 2010. This has demonstrated strong financial management between both Members and officers, and sets a strong foundation going forward.

The Council's senior Leadership Group continue to develop the approach to achieving the £5.13m savings required over the forthcoming four financial years. A number of Boards continue to work to either: increase income; do more or at least the same, for less; or reduce demand. In addition, all services continue to be subject to independent service reviews against set criteria, including demand, customers, process, people, digital and ICT as well as commercial and procurement opportunities, over the medium term.

This approach has been presented and accepted by the cross party Central Spending Review Panel and will be reported back through that Panel as part of the budget setting consultation and process.

7. Annual Governance Statement

The Accounts and Audit Regulations, require each English authority to 'conduct a review at least once a year of the effectiveness of its system of internal control'. The Annual Governance statement sets out the framework within which the control environment is managed and reports on areas of strengths and weaknesses. This statement is considered alongside the financial statements.

8. Further Information

Additional information is available from the Director of Finance and IT, Civic Offices, New Road, Grays, Essex, RM17 6SL

STATEMENT OF RESPONSIBILITIES FOR THE 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 Director of Finance and IT;
- manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets; and
- approve the Statement of Accounts, which the Council has delegated to its Audit Committee.

The Director of Finance and IT's Responsibilities

The Director of Finance and IT is responsible for the preparation of the Authority'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 Director of Finance and IT has:

- selected suitable accounting policies and then applied them consistently;
- made judgments and estimates that were reasonable and prudent; and
- complied with the Code.

The Director of Finance and IT 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 Director of Finance and IT's Certificate

I certify that Statement of Accounts present a true and fair view of the financial position of the Council at the reporting date and of its income and expenditure for the year ended 31 March 2019.

Director of Finance and IT

Date: 31 May 2019

AUDITOR'S REPORT

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THURROCK COUNCIL

Audit Opinion To Follow

EXPENDITURE FUNDING ANALYSIS

2017/18			2018/19			
Net Expenditure Chargable to the General Fund and HRA Balances	Adjustments between Funding and Accounting Basis	Net Expenditure in the Comprehensive Income and Expenditure Statement	Net Expenditure Chargable 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	
35,351	190	35,540	Adults; Housing and Health	38,465	3,240	41,705
37,471	4,527	41,998	Children's Services	37,678	4,143	41,821
488	6	494	Commercial Services	650	113	763
1,723	(383)	1,340	Corporate Costs	2,292	(691)	1,601
2,285	43	2,328	Corporate Strategy & Communications	2,187	389	2,576
20,813	5,097	25,910	Environment and Highways	21,972	7,842	29,815
9,449	68	9,516	Finance, IT & Legal	10,296	969	11,266
3,446	23	3,469	HR; OD and Transformation	3,505	773	4,278
4,681	3,255	7,936	Place Directorate	3,798	5,141	8,938
3,751	40	3,791	Schools	(188)	903	714
119,457	12,864	132,321	General Fund	120,654	22,822	143,476
(1,641)	(31,854)	(33,495)	Housing Revenue Account	(2,730)	1,069	(1,660)
117,816	(18,989)	98,827	Cost of Services	117,924	23,892	141,816
(121,207)	7,777	(113,430)	Other Income and Expenditure	(131,169)	(23,775)	(154,944)
(3,391)	(11,212)	(14,603)	Surplus or Deficit	(13,245)	117	(13,128)
(18,581)			Opening General Fund and HRA Balance at 31 March 2017	(21,972)		
(3,391)			Less Deficit on General Fund and HRA	(13,245)		
(21,972)			Closing General Fund and HRA Balance at 31 March 2018	(35,217)		

COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT

Primary Statement

2017/18			2018/19			
Gross Expenditure	Gross Income	Net Expenditure	Notes	Gross Expenditure	Gross Income	Net Expenditure
£000	£000	£000		£000	£000	£000
78,867	(43,327)	35,540		87,805	(46,100)	41,705
86,454	(44,456)	41,998	Adults; Housing and Health	88,328	(46,506)	41,822
601	(107)	494	Children's Services	759	4	763
55,583	(54,244)	1,340	Commercial Services	48,095	(46,494)	1,601
2,477	(149)	2,328	Corporate Costs	2,873	(297)	2,576
28,720	(2,810)	25,910	Corporate Strategy & Communications	33,226	(3,412)	29,814
11,565	(2,049)	9,516	Environment and Highways	12,768	(1,502)	11,266
21,019	(54,514)	(33,495)	Finance, IT & Legal	47,336	(54,565)	(7,228)
3,777	(308)	3,469	Housing Revenue Account	4,600	(323)	4,278
15,505	(7,569)	7,936	HR; OD and Transformation	19,151	(10,213)	8,938
27,758	(23,967)	3,791	Place Directorate	26,111	(25,397)	714
332,325	(233,499)	98,827	Schools			
			Cost of Services	371,051	(234,804)	136,248
41,993	(16,057)	25,936	Other operating expenditure	10	24,906	12,780
15,669	(12,082)	3,587	Financing and investment income and expenditure	11	19,964	(9,108)
4,480	(147,433)	(142,954)	Taxation and non-specific grant income and expenditure	12	2,070	(153,048)
394,468	(409,071)	(14,603)	(Surplus) or deficit on Provision of Services	417,992	(431,119)	(13,128)
0	(111,084)	(111,084)	(Surplus) or deficit on revaluation of Property, Plant and Equipment assets	29/30	0	(24,280)
0	(47,141)	(47,141)	Remeasurement of the net defined benefit liability/(asset)	34	0	(30,220)
0	(881)	(881)	(Surplus) or deficit on financial assets measured at fair value through other comprehensive income		0	432
0	(159,106)	(159,106)	Other Comprehensive Income and Expenditure	0	(54,068)	(54,068)
394,468	(568,177)	(173,709)	Total Comprehensive Income and Expenditure	417,992	(485,187)	(67,196)

MOVEMENT IN RESERVES STATEMENT

Primary Statement

	Notes	General Fund Balance £000	Housing Revenue Account £000	Capital Receipts Reserve £000	Major Repairs Reserve £000	Capital Grants Unapplied Account	Total Usable Reserves £000	Unusable Reserves £000	Total Authority Reserves £000
Balance at 31 March 2017		(11,815)	(6,766)	(15,608)	0	(14,576)	(48,765)	(369,470)	(418,235)
Movement in reserves during 2017/18									
Total Comprehensive Income and Expenditure		6,499	(21,102)	0	0	0	(14,603)	(159,107)	(173,710)
Adjustments from income & expenditure charged under the accounting basis to the funding basis	7	(8,013)	19,225	(11,770)	0	(7,299)	(7,857)	7,857	0
Increase or (Decrease) in 2017/18		(1,514)	(1,877)	(11,770)	0	(7,299)	(22,460)	(151,250)	(173,710)
Balance at 31 March 2018 carried forward		(13,329)	(8,643)	(27,378)	0	(21,875)	(71,225)	(520,720)	(591,945)

MOVEMENT IN RESERVES STATEMENT

Primary Statement

	General Fund Balance £000	Housing Revenue Account £000	Capital Receipts Reserve £000	Major Repairs Reserve £000	Capital Grants Unapplied Account £000	Total Usable Reserves £000	Unusable Reserves £000	Total Authority Reserves £000
Balance at 31 March 2018	(13,329)	(8,643)	(27,378)	0	(21,875)	(71,225)	(520,720)	(591,945)
Movement in reserves during 2018/19								
Total Comprehensive Income and Expenditure	(19,105)	5,977	0	0	0	(13,128)	(54,068)	(67,196)
Adjustments from income & expenditure charged under the accounting basis to the funding basis	7 8,589	(8,707)	(677)	0	(9,091)	(9,886)	9,886	0
Increase or (Decrease) in 2018/19	(10,516)	(2,730)	(677)	0	(9,091)	(23,014)	(44,182)	(67,196)
Balance at 31 March 2019 carried forward	(23,845)	(11,373)	(28,055)	0	(30,966)	(94,239)	(564,902)	(659,141)

BALANCE SHEET Primary Statement

31 March 2018		Notes	31 March 2019
£000			£000
1,041,600	Property, Plant & Equipment	29	1,079,683
1,541	Intangible Assets		1,115
22,266	Heritage Assets	27	22,616
91,011	Long Term Investments	32	140,466
342,570	Long Term Debtors	19	741,198
1,498,988	Long Term Assets		1,985,078
77,658	Short Term Investments	32	17,507
1,770	Assets Held for Sale	28	1,605
1,146	Inventories		282
23,009	Short Term Debtors	19	46,855
27,982	Cash and Cash Equivalents	35	15,308
131,565	Current Assets		81,557
(554,337)	Short Term Borrowing	32	(921,266)
(40,258)	Short Term Creditors	20	(48,316)
(3,636)	Short Term Provisions	18	(4,631)
(598,231)	Current Liabilities		(974,213)
(3,092)	Long Term Provisions	18	(660)
(240,489)	Long Term Borrowing	32	(245,196)
(178,521)	Pension Liability	34	(162,609)
(272)	Long Term Creditors		(132)
(18,004)	Capital Grants Receipts in Advance	23	(24,683)
(440,377)	Long Term Liabilities		(433,280)
591,945	Net Assets		659,142
(71,225)	Usable reserves	21	(94,239)
(520,720)	Unusable Reserves	22	(564,903)
(591,945)	Total Reserves		(659,142)

I certify that the statement of accounts gives a true and fair view of the financial position of the authority at 31 March 2019 and its income and expenditure for the year ended 31 March 2019.

Director of Finance and IT

31 May 2019.

CASH FLOW Primary Statement

2017/18 £'000		Notes	2018/19 £'000
14,603	Net surplus or (deficit) on the provision of services		13,128
65,513	Adjustment to surplus or deficit on the provision of services for non cash movements		44,963
(50,019)	Adjust for items included in the net surplus or deficit on the provision of services that are investing and financing activities		629,210
30,097	Net Cash flows from operating activities	39	687,301
(408,389)	Investing Activities	37	(1,073,157)
398,339	Financing Activities	38	373,182
20,047	Net increase or decrease in cash and cash equivalents		(12,674)
7,935	Cash and cash equivalents at the beginning of the reporting period		27,982
27,982	Cash and cash equivalents at the end of the reporting period	35	15,308

NOTES TO THE CORE STATEMENTS

General Notes

Note 1 ACCOUNTING POLICIES

1.1 General Principles

The Statement of Accounts summarises the Council's transactions for the 2018/19 financial year and its position at 31 March 2019. The Council is required to prepare an annual Statement of Accounts by the Accounts and Audit Regulations 2011, which are prepared in accordance with proper accounting practices.

These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2018/19 (The Code), supported by International Financial Reporting Standards (IFRS) and statutory guidance issued under section 12 of the 2003 Act.

The accounting convention adopted in the Statement of Accounts is principally historical cost, modified by the revaluation of certain categories of non-current assets and financial instruments.

Amounts included in the financial statements are rounded to the nearest £1,000.

1.2 Accounting Estimation Techniques

Estimation techniques are the methods adopted by a local authority to arrive at monetary amounts for assets, liabilities, and assessments of fair value. An accounting policy specifies the basis on which an item is measured and, where appropriate, the estimation technique is used to determine the actual monetary amount. The Council has employed the estimation techniques specified in the Code or has otherwise determined the estimation technique that most closely reflects the economic reality of the relevant transaction.

1.3 Accounting Concepts

The Council prepares the financial statements using the accruals basis of accounting as set out in section 1.4. The financial statements are prepared on a going concern basis – i.e. on the assumption that the functions of the Council will continue in operational existence for the foreseeable future. The information contained within the financial statements has the following fundamental qualitative characteristics:

- **Relevance** – the financial statements provide information about the Council's performance and position that assists users of the accounts in assessing its stewardship of public funds and its economic decisions;
- **Materiality** – the financial statements disclose all items of a size and nature such that together they provide a true and fair presentation of the financial position and transactions of the Council;
- **Faithful Representation** – the financial information faithfully represents the substance of transactions, the activities underlying them and other events that have taken place, is free from deliberate or systematic bias and material error, and has been prepared on the basis of prudence where there is any uncertainty;

The information in the financial statements is further enhanced by these further qualitative characteristics:

- **Comparability** – the financial information has been prepared consistently and with adequate disclosures so that it can be compared with prior years and with that of other local authorities subject to the introduction of improved accounting practices as disclosed each year.
- **Verifiability** – the financial information faithfully represents the substance of the transactions of the Council and can be verified by knowledgeable independent observers. The financial information is presented in accordance with the accounting policies included below.

NOTES TO THE CORE STATEMENTS

General Notes

- **Timeliness** – The information is made available to key stakeholders of the Council in accordance with statutory timescales.
- **Understandability** – the financial statements have been prepared clearly and concisely to ensure that they are as easy to understand as possible;

1.4 Accruals of Income and Expenditure

Activity is accounted for in the financial year in which it takes place and when a right to consideration exists, not simply when cash payments are made or received. In particular:

- Revenue from contracts with service recipients, whether for services or the provision of goods, is recognised when (or as) the goods or services are transferred to the service recipient in accordance with the performance obligations in the contract;
- 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 – where there is a gap between the date supplies are received and their consumption, they are carried as inventories on the Balance Sheet;
- Expenses in relation to services received (including services provided by employees) are recorded as expenditure when the services are received rather than when payments are made;
- Interest receivable on investments and payable on borrowings is accounted for respectively as income and expenditure on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract;
- Where revenue and expenditure have been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet. Where debts may not be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected.

1.5 Cash and Cash Equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months - or less from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

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

1.6 Contingent Liabilities

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

NOTES TO THE CORE STATEMENTS

General Notes

1.7 Employee Benefits

Benefits Payable during Employment

Benefits payable during employment comprise the normal expenses of salaries and wages, paid leave, sick leave and non-monetary benefits. Under the Code an accrual is made for the costs of untaken leave and time off in lieu charged at the rates of pay applicable to the year after the year of account, that is, at the expected likely cost. The accrual is charged to the Comprehensive Income and Expenditure statement and is reversed in the Movement in Reserves Statement to the Accumulating Absences Account, an Unusable Reserve in the Balance Sheet, in accordance with the Local Authorities (Capital Finance and Accounting) (Amendment) (England) Regulations 2010.

Termination Benefits

Termination benefits are payable as a result of a Council decision to terminate an employee's employment before the normal retirement date or as a result of an employee's decision to accept voluntary redundancy. The costs are charged on an accruals basis to the relevant service line in the Comprehensive Income and Expenditure statement when the Council becomes clearly committed to the costs. Voluntary early retirement is accounted for as a post-employment benefit as outlined below.

Where termination benefits involve the enhancement of pensions, the General Fund or HRA, under statutory provisions, can only be charged with the costs paid in the year to the Pension Fund or to the pensioner directly; the accounting costs are reversed to the Pensions Reserve in the Movement in Reserves Statement in accordance with the rules covering post-employment benefits.

Post-Employment Benefits

Employees of the Council may be members of one of two separate pension schemes:

- The Teachers' Pension Scheme, administered by Capita Teachers' Pensions on behalf of the Department for Education; or
- The Local Government Pension Scheme administered by Essex County Council.

Both schemes provide defined benefits to members (i.e. retirement lump sums and pensions), accrued as employees work for the Council.

Teachers' Pension Scheme

The arrangements for the teachers' scheme are such that the liabilities for these benefits cannot be identified to the Council. The scheme is therefore accounted for as if it were a defined contribution scheme in that no liability for the future payments of benefits is recognised in the Balance Sheet. The Comprehensive Income and Expenditure statement have been charged with the employer's contributions actually payable to the Department for Education in the year.

Local Government Pension Scheme

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

- The liabilities of the Essex pension fund attributable to the Council are included in the Balance Sheet on an actuarial basis using the projected unit method – i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates, etc, and projections of projected earnings for current employees.
- Liabilities are discounted to their value at current prices, using a discount rate of 4.4% (based on the indicative rate of return on the Merrill Lynch AA rated high quality corporate bond curve).
- The assets of Essex pension fund attributable to the Council are included in the Balance Sheet at their fair value:

NOTES TO THE CORE STATEMENTS

General Notes

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

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

- ***Service cost comprising:***

- current service cost – the increase in liabilities as a result of years of service earned this year – allocated in the Comprehensive Income and Expenditure statement to the services for which the employees worked
- past service cost – the increase in liabilities as a result of a scheme amendment or curtailment whose effect relates to years of service earned in earlier years – debited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure statement as part of Non Distributed Costs
- net interest on the net defined benefit liability (asset), i.e. net interest expense for the Council – the change during the period in the net defined benefit liability (asset) that arises from the passage of time charged to the Financing and Investment Income and Expenditure line of the Comprehensive Income and Expenditure statement – this is calculated by applying the discount rate used to measure the defined benefit obligation at the beginning of the period to the net defined benefit liability (asset) at the beginning of the period – taking into account any changes in the net defined benefit liability (asset) during the period as a result of contribution and benefit payments.

- ***Re-measurements comprising:***

- the return on plan assets – excluding amounts included in net interest on the net defined benefit liability (asset) – charged to the Pensions Reserve as Other Comprehensive Income and Expenditure.
- actuarial gains and losses – changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions – charged to the Pensions Reserve as Other Comprehensive Income and Expenditure
- contributions paid to the Essex pension fund – cash paid as employer's contributions to the pension fund in settlement of liabilities; not accounted for as an expense.

In relation to retirement benefits, statutory provisions require the General Fund Balance to be charged with the amount payable by the Council to the pension fund or directly to pensioners in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, this means that there are transfers to and from the Pensions Reserve to remove the notional debits and credits for retirement benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the end of the year. The negative balance that arises on the Pensions Reserve thereby measures the beneficial impact to the General Fund of being required to account for retirement benefits on the basis of cash flows rather than as benefits are earned by employees.

Discretionary Benefits

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

NOTES TO THE CORE STATEMENTS

General Notes

1.8 Events after the Reporting Period

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

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

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

1.9 Financial Instruments

Financial Liabilities

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

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

Where premiums and discounts have been charged to the CIES, regulations allow the impact on the General Fund Balance to be spread over future years. The authority has a policy of spreading the gain or loss over the term that was remaining on the loan against which the premium was payable or discount receivable when it was repaid. The reconciliation of amounts charged to the CIES to the net charge required against the General Fund Balance is managed by a transfer to or from the Financial Instruments Adjustment Account in the Movement in Reserves Statement.

Financial Assets

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

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

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

NOTES TO THE CORE STATEMENTS

General Notes

Financial Assets Measured at Amortised Cost

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

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

Expected Credit Loss Model

The authority recognises expected credit losses on all of its financial assets held at amortised cost [or where relevant FVOCI], either on a 12-month or lifetime basis. The expected credit loss model also applies to lease receivables and contract assets. Only lifetime losses are recognised for trade receivables (debtors) held by the authority.

Impairment losses are calculated to reflect the expectation that the future cash flows might not take place because the borrower could default on their obligations. Credit risk plays a crucial part in assessing losses. Where risk has increased significantly since an instrument was initially recognised, losses are assessed on a lifetime basis. Where risk has not increased significantly or remains low, losses are assessed on the basis of 12-month expected losses.

Financial Assets Measured at Fair Value through Profit of Loss

Financial assets that are measured at FVPL are recognised on the Balance Sheet when the authority becomes a party to the contractual provisions of a financial instrument and are initially measured and carried at fair value. Fair value gains and losses are recognised as they arrive in the Surplus or Deficit on the Provision of Services.

The fair value measurements of the financial assets are based on the following techniques:

- instruments with quoted market prices – the market price
- other instruments with fixed and determinable payments – discounted cash flow analysis.

The inputs to the measurement techniques are categorised in accordance with the following three levels:

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

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

Financial Assets Measured at Fair Value through Other Comprehensive Income

Upon transition to IFRS 9 and in accordance with paragraphs 5.7.5 and 7.2.8(b) of IFRS 9 the Authority made an irrevocable election to present in Other Comprehensive Income changes in the fair value of equity investments managed by CCLA regarding their Property Fund and Diversified Fund. These

NOTES TO THE CORE STATEMENTS

General Notes

investments are eligible for the election as they meet the definition of equity instruments in paragraph 11 of IAS 32 and are neither held for trading or a contingent consideration recognised by an acquirer in a business combination to which IFRS 3 applies.

The election is an appropriate accounting decision because these are long term strategic investments held by the Authority primarily to receive regular dividend income rather than capital growth or to sell. Presenting changes in their fair values in the surplus or deficit on provision of services is therefore less likely to present a true and fair value of the Authorities financial performance than presenting them in Other Comprehensive Income.

Balances held in the available for Sale Reserve in respect of these investments have been transferred to the Financial Instruments Revaluation Reserve upon transition. Fair values of these investments will be valued in accordance with Levels 1-3 as described above.

1.10 Grants and Contributions

Capital Grants

Where the acquisition or enhancement of a fixed asset is financed either wholly or in part by a capital grant or other capital contribution, the whole amount of all capital grants and contributions is credited, on an accruals basis, as 'Taxation and Non Specific Grant Income' to the Comprehensive Income and Expenditure statement provided that there is reasonable assurance the conditions attached to the grant are met. If not then the income is accounted for as Capital Grants Receipts in Advance in the Long Term Liabilities section of the Balance Sheet. When there is reasonable assurance the conditions of the grant will be subsequently met the income is recognised in the Comprehensive Income and Expenditure statement under 'Taxation and Non-Specific Grant Income' line.

Capital grants credited to the Comprehensive Income and Expenditure statement are reversed out of the General Fund balance or HRA balance in the Movement in Reserves statement. If the grant has not been used to finance capital expenditure in the year, it is posted to the Capital Grants Unapplied Reserve. If it has been used to finance capital expenditure in the year it is posted to the Capital Adjustment Account.

Revenue Grants

Revenue grants without conditions or revenue grants where there is reasonable assurance the conditions will be met are recognised in the CIES and if there is no matched expenditure, unspent grant will be transferred to earmarked reserves. When this grant is spent there will be a transfer from earmarked reserves to the general fund. If there is no reasonable assurance of conditions being met the income is credited to receipts in advance which forms part of the Short Term Creditors figure in the current liability section of the Balance Sheet.

Grants received to finance the general activities of the Council or to compensate for a loss of income are credited to the Comprehensive Income and Expenditure statement in the period in respect of which they are payable.

Monies advanced as grants and contributions for which conditions have not been satisfied are carried in the Balance Sheet as creditors. When conditions are satisfied, the grant or contribution is credited to the relevant service line (attributable revenue grants and contributions) or Taxation and Non-specific Grant Income (non-ring fenced revenue grants and all capital grants) in the Comprehensive Income and Expenditure statement.

1.11 Intangible Assets

An intangible asset is an asset without physical substance that is identifiable and controlled by the Council. For it to be brought into account, the Council, through either custody or legal protection, (such as by means of a licence to use software) must have access to the future economic benefits provided by the asset.

NOTES TO THE CORE STATEMENTS

General Notes

Intangible assets are measured initially at cost. Amounts are only re-valued where the fair value of the assets held by the Council can be determined by reference to an active market. In practice, no intangible asset held by the Council meets this criterion, and they are therefore carried at amortised cost. The depreciable amount of an intangible asset is amortised over its useful life to the relevant service line(s) in the Comprehensive Income and Expenditure statement. An asset is tested for impairment whenever there is an indication that the asset might be impaired – any losses recognised are posted to the relevant service line(s) in the Comprehensive Income and Expenditure statement. Any gain or loss arising on the disposal or abandonment of an intangible asset is posted to the Other Operating Expenditure line in the Comprehensive Income and Expenditure statement.

Where expenditure on intangible assets qualifies as capital expenditure for statutory purposes, amortisation, impairment losses and disposal gains and losses are not permitted to have an impact on the General Fund Balance. The gains and losses are therefore reversed out of the General Fund Balance in the Movement in Reserves Statement and posted to the Capital Adjustment Account and (for any sale proceeds greater than £10,000) to the Capital Receipts Reserve.

1.12 Investment Property

Investment properties are those that are used solely to earn rentals and/or for capital appreciation. The definition is not met if the property is used in any way to facilitate the delivery of services or production of goods or is held for sale.

Investment properties are measured initially at cost and subsequently at fair value, based on the amount at which the asset could be exchanged between knowledgeable parties at arm's length. Properties are not depreciated but are re-valued annually according to market conditions at the end of the year. Gains and losses on revaluation are posted to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure statement. The same treatment is applied to gains and losses on disposal.

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

1.13 Leases

Leases are classified as finance leases when the terms of the lease transfer substantially all the risks and rewards of the ownership of property, plant and equipment from the lessor to the lessee. Where a lease covers both land and buildings, the land and buildings elements are considered separately for lease classification purposes.

Arrangements that do not have the legal status of a lease but convey a right to use an asset in return for payment are accounted for under this policy where fulfilment of the arrangement is dependent on the use of specific assets.

Finance Leases – the Council as Lessee

Any property, plant and equipment held under a finance lease is recognised as an asset in the Balance Sheet at the inception of the lease at the lower of the fair value or the present value of the minimum lease payments. This asset is matched by a long term liability representing the total future obligation to pay the lessor. The asset recognised is matched by an obligation to pay the lessor. Initial direct costs of the Council are added to the carrying amount of the asset. Premiums paid on entry into a lease are applied to writing down the lease liability.

Annual lease rental payments are apportioned between the finance charge and the reduction of the long-term liability, with the finance charge being debited to the Financing and Investment Income and Expenditure section of the Comprehensive Income and Expenditure statement. The amount that is debited to offset the long-term liability is then also debited to the appropriate service account within

NOTES TO THE CORE STATEMENTS

General Notes

the Comprehensive Income and Expenditure statement and credited against the asset value in the Balance Sheet as depreciation. The entry to the Comprehensive Income and Expenditure statement is then reversed in the Movement in Reserves Statement to the Capital Adjustment Account, since the settling of the liability represents capital expenditure. Any depreciation, revaluation or impairment losses arising on leased assets are reversed to the Capital Adjustment Account in the Movement in Reserves Statement.

Under the Prudential Framework the setting up of the long-term liability is deemed to be a credit arrangement, the cost of which must be included in the calculation of the Council's Capital Financing Requirement and is therefore taken into account in the calculation of the Council's Minimum Revenue Provision.

Any hire purchase contracts that have similar characteristics to a finance lease and are of a financing nature are accounted for as finance leases where they meet the criteria.

Finance Leases – the Council as Lessor

The Council at present does lease assets to other entities under a finance lease.

Operating Leases – the Council as Lessee

Leases that do not meet the definition of finance leases are accounted for as operating leases. Rentals payable are charged to the relevant service revenue account on a straight-line basis over the term of the lease, generally meaning that rentals are charged when they become payable.

Operating Leases – the Council as Lessor

Where the Council grants an operating lease in respect of an item of property, plant and equipment, the asset is retained in the Balance Sheet and depreciated over its useful life. Rental income from operating leases is credited as Other Operating Expenditure in the Comprehensive Income and Expenditure statement on a straight line basis over the term of the lease, regardless of the pattern of payments. The initial direct cost of negotiating and arranging the lease may be added to the carrying value of the asset and charged as an expense over the term of the lease.

Recognition

De Minimis & Materiality Limits

All leases that meet the requirements below are considered material and are assessed against the requirements of IAS 17 to assess whether they are reflected in the financial statements as a finance or operating lease.

The capital value of an asset is not less than:	£20,000
The annual lease charge for an asset is:	£20,000
The minimum period of the lease for:	
Property	10 years
Equipment	5 years
Accounting cost 'versus' capital value whereby the lease will not be assessed.	If Cost of assessment exceeds 1% of capital value

1.14 Minimum Revenue Provision

In 2008 an amendment to the Capital Finance Regulations 2003 required the Council to approve a policy on the appropriate charge to the Comprehensive Income and Expenditure statement in respect

NOTES TO THE CORE STATEMENTS

General Notes

of its outstanding loans and obligations of a similar nature. This charge is known as the Minimum Revenue Provision. It is also permissible for the Council to make additional voluntary repayments. The policy was reviewed and amended in February 2015 and was reassessed in the current year and is now stated as:

The Council will set aside an amount each year which it deems to be prudent and appropriate, having regard to statutory requirements and relevant guidance issued by DCLG.

The approach supporting this policy has also been amended to continue to prudently set aside annual amounts for the repayment of the Council's outstanding debt:

- For supported borrowing, the Council will set aside repayment of the total supported debt held by the Council calculated using the annuity method over a period of 50 years. This has been adopted in 2016/17 and backdated to the commencement date in 2007/08 and amendments to the calculated amounts in prior years will be offset over the future periods until the profile is aligned with the revised method.
- For prudential (or unsupported) borrowing the asset life (annuity) method has been adopted. This method involves making provision by instalments over the estimated useful life of the asset in respect of which the borrowing was made. For assets purchased up to 2012/13 an equal instalment approach was taken over the asset life. For assets purchased from 2013/14 onwards an annuity approach has been taken which calculates the instalment due by reference to the relevant PWLB rates (which differ depending on the length of the loan taken out).
- For assets held under a finance lease the amount set aside is calculated from the reduction in the underlying lease liability relating to each leased asset.

1.15 Overheads and Support Services

Until 2015/16 The costs of overheads and support services were charged to those services that benefit from the supply or service in accordance with the principles of SeRCOP. The Code has now requires the Council to reflect the management reporting of the Council. The Council does not report overheads and support services within the management accounts and consequently this is no longer included in the Comprehensive Income and Expenditure Account.

1.16 Prior Period Adjustments

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

Changes in accounting policies are 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 Authority's financial position or financial performance.

Where a change is made, it is applied retrospectively (unless stated otherwise) by adjusting opening balances and comparative amounts for the prior period as if the new policy had always been applied.

Material errors discovered in prior period figures are corrected retrospectively by amending opening balances and comparative amounts for the prior period.

1.17 Property, Plant and Equipment

Property, plant and equipment are assets with a physical substance held for use in the provision of services or for administrative purposes for a period of more than one year.

Expenditure on the acquisition, creation or enhancement of Property, Plant and Equipment is capitalised on an accruals basis, provided that it is probable that the future economic benefits or

NOTES TO THE CORE STATEMENTS

General Notes

service potential associated with the item will flow to the Council and the cost of the item can be measured reliably. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential (i.e. repairs and maintenance) is charged as an expense when it is incurred.

Measurement

Assets are initially measured at cost, comprising:

- the purchase price
- any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management
- the initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located.

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

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

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

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

- infrastructure, community assets – depreciated historical cost
- assets under construction – historical cost
- dwellings – fair value, determined using the basis of existing use value for social housing(EUV–SH)
- all other assets – fair value, determined as the amount that would be paid for the asset in its existing use (existing use value – EUV).

Where there is no market-based evidence of fair value because of the specialist nature of an asset, depreciated replacement cost (DRC) is used as an estimate of fair value.

Where non-property assets that have short useful lives or low values (or both), depreciated historical cost basis is used as a proxy for fair value.

Assets included in the Balance Sheet at fair value are re-valued sufficiently regularly to ensure their carrying amount is not materially different from their fair value at the end of the year, but as a minimum every five years. Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains. Gains might be credited to the Surplus or Deficit on the Provision of Services where they arise from the reversal of a loss previously charged to a service.

Where decreases in value are identified, they are accounted for as follows:

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

NOTES TO THE CORE STATEMENTS

General Notes

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

For the financial year 2018/19, a revaluation of 20% of Land and Building assets was undertaken. In addition a desktop review of the Land and Building assets (including dwellings) was also undertaken at the 31 March 2019. For 2018/19 the valuations of the Council's land and property for accounting purposes have been conducted by the Council's own valuers. The valuers are members of the Royal Institution of Chartered Surveyors (RICS). The valuations have been prepared in accordance with the UK Practice Statements contained in the RICS Appraisal and Valuation Standards (the "Red Book").

Impairments and Revaluation Losses

Assets are assessed at the end of each year as to whether there is any indication that an asset may be impaired. Where indications exist and any possible differences are estimated to be material, the recoverable amount of the asset is estimated and, where this is less than the carrying amount of the asset, an impairment loss is recognised for the shortfall

- Where impairment losses are identified, they are accounted for as follows:

where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains)

- where there is no balance in the Revaluation Reserve or an insufficient balance, the carrying amount of the asset is written down against the relevant service line(s) in the Comprehensive Income and Expenditure statement.

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

Depreciation

Depreciation is provided for on all Property, Plant and Equipment assets on a straight-line allocation of the depreciable amounts over their useful lives. An exception is made for assets without a determinable finite useful life (i.e. freehold land and certain community assets) and assets that are not yet available for use (i.e. assets under construction).

The estimated useful lives of each category of asset are in the following ranges:

Asset Category	Useful Life (years)
Council Dwellings	60
Other Land and Buildings	10 - 60
Vehicles, Plant and Equipment	1 - 10
Land Awaiting Development	No life estimated – non-depreciable
Commercial Properties	10 - 60
Community Assets	10 - 60
Infrastructure Assets	30 - 40
Surplus Assets	10 - 60
Leased Assets	Over term of lease

Where an item of Property, Plant and Equipment asset has major components whose cost is significant in relation to the total cost of the item, the components are depreciated separately. The Council has applied the following criteria to identify material components of an asset:

NOTES TO THE CORE STATEMENTS

General Notes

The value below which assets will not be split into components	£2,000,000
The minimum value of a component as a proportion of total asset value	10%

Revaluation gains are also depreciated, with an amount equal to the difference between current value depreciation charged on assets and the depreciation that would have been chargeable based on their historical cost being transferred each year from the Revaluation Reserve to the Capital Adjustment Account.

1.18 Non-Current Assets Held for Sale, Surplus Assets, Disposals and De-recognitions

Assets Held for Sale

When it becomes probable that the carrying value of a non-current asset will be recovered through sale rather than through its continuing use, the asset is re-classified as an Asset Held for Sale. The asset is re-valued immediately before re-classification and is carried at the lower of that value or fair value less costs to sell with any gain posted directly to the Revaluation Reserve. Where fair value less costs to sell represents a decrease on that valuation, the loss is posted to the Other Operating Expenditure section of the Comprehensive Income and Expenditure statement and reversed in the Movement in Reserves Statement to the Capital Adjustment Account.

The values of Assets Held for Sale are reviewed at each the end of each year. Subsequent gains in fair value can only be recognised if they reverse revaluation or impairment losses previously charged to the Cost of Services in the Comprehensive Income and Expenditure statement.

Subsequent losses in fair value, adjusted for any depreciation that would have been charged had the asset held its value up to the re-classification date, are charged to the Comprehensive Income and Expenditure statement regardless of any balance in respect of that asset in the Revaluation Reserve which is left unadjusted. These entries are reversed to the Capital Adjustment Account in the Movement in Reserves statement. No depreciation is charged on Assets Held for Sale.

Assets Held for Sale are classified as Current Assets in the Balance Sheet. Assets that are to be abandoned or scrapped are not classified as Assets Held for Sale. To be classified as an Asset Held for Sale all the following criteria must be met:

- The asset is immediately available for sale in its present condition and on terms normal for that type of asset;
- The asset is being actively marketed at a price reasonable in relation to its current value; and
- Completion of sale is fully expected within one year of the classification of the asset as an Asset Held for Sale.

Where an asset is classified as an Asset Held for Sale between the Balance Sheet date and the date of issue of the financial statements, that fact is noted as a non-adjusting event.

Where an Asset Held for Sale ceases to meet the criteria for such assets, it is re-classified as a non-current asset and valued at the lower of its carrying value before it was classified as an Asset Held for Sale adjusted for any depreciation and revaluation gains or losses that would have been applied had it not been classified as an Asset Held for Sale, and its recoverable amount at the date of the decision not to sell.

Guidance from CIPFA states that, contrary to the conditions set out above, a tenant's initiation of their Right to Buy (RTB) their Council house may trigger the transfer of that asset from Property, Plant and Equipment to Assets Held for Sale. In the Council's experience only some 20% of expressions of desire to buy these properties result in a disposal. It is therefore the policy of the Council to retain and dispose of these assets without transfer to the Assets Held for Sale category. However, in order to ensure that the Balance Sheet presents a true and fair view, any RTBs processed early in 2019/20 where the transaction was fully committed as at 31 March 2019 have been shown as Assets Held for Sale.

NOTES TO THE CORE STATEMENTS

General Notes

Disposals and De-recognitions

When any asset is disposed of or de-commissioned, however categorised, the carrying amount in the Balance Sheet is written-off, (debited), to Other Operating Expenditure in the Comprehensive Income and Expenditure statement as part of the Gain or Loss on Disposal of Assets. Receipts from disposals, if any, also as part of the Gain or Loss on Disposal of Assets, are credited to Other Operating Expenditure in the Comprehensive Income and Expenditure statement, that is, they are netted off against the carrying value at the time of disposal. This net sum is then transferred to the Capital Adjustment Account through the movement in Reserves Statement. Any revaluation gains accumulated in the Revaluation Reserve in respect of an asset disposed of are transferred to the Capital Adjustment Account.

Amounts received for a disposal, above the de minimis sum, are categorised as capital receipts. A proportion of capital receipts relating to Housing Revenue Account disposals, net of statutory deductions and other allowances, is payable to central Government. The balance of receipts is required to be credited to the Capital Receipts Reserve and can then only be used to finance the Council's capital investment or set aside to reduce the Council's need to borrow. Receipts are appropriated to the Capital Receipts Reserve through the Movement in Reserves Statement.

Any repayment of grant arising from the disposal of an asset is classified under statute as capital expenditure to be financed from the capital receipt. Under IFRS it is defined as Revenue Expenditure met from Capital Resources.

Where a property, plant or equipment asset is disposed of for other than a cash consideration, or the payment is deferred, an equivalent asset is recognised and included in the Balance Sheet at its fair value.

1.19 Fair Value Measurement

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

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

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

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

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

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

Level 1 – quoted prices (unadjusted) in active markets for identical assets or liabilities that the authority can access at the management 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

NOTES TO THE CORE STATEMENTS

General Notes

1.20 Provisions

Provisions are made where an event has taken place that gives the Authority a legal or constructive obligation that probably requires settlement by a transfer of economic benefits or service potential, and a reliable estimate can be made of the amount of the obligation. For instance, the Authority may be involved in a court case that could eventually result in the making of a settlement or the payment of compensation.

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

When payments are eventually made, they are charged to the provision carried in the Balance Sheet. Estimated settlements are reviewed at the end of each financial year – where it becomes less than probable that a transfer of economic benefits will now be required (or a lower settlement than anticipated is made), the provision is reversed and credited back to the relevant service.

Where some or all of the payment required to settle a provision is expected to be recovered from another party (e.g. from an insurance claim), this is only recognised as income for the relevant service if it is virtually certain that reimbursement will be received if the authority settles the obligation.

1.21 Reserves

The Council sets aside specific amounts as reserves for policy purposes or for contingencies. Reserves are established by charging amounts to the General Fund Balance in the Movement in Reserves Statement. Transfers to and from reserves are distinguished from service expenditure since transactions involving reserves are shown in the Movement in Reserves Statement. Balances on reserves are shown in the Balance Sheet and are reported in two categories:

- **Unusable Reserves** - Unusable reserves are not available for revenue purposes. The Revaluation Reserve can only be used when the gains are realised through asset disposal. The adjustment accounts, such as the Pension Reserve and Capital Adjustment Account, deal with situations where statute requires expenditure and income to be recognised on a different basis from that required by accounting standards. The adjustments between accounting basis and funding basis are shown in the Movement in Reserves Statement.
- **Usable Reserves** - Usable Reserves can be used to finance expenditure or to undertake capital investment and include the General Fund Balance, Earmarked Reserves, the Housing Revenue Account Balance, the Capital Receipts Reserve and the Major Repairs Reserve. All transactions involving expenditure financed by revenue reserves are charged to the Cost of Services in the Comprehensive Income and Expenditure statement. The Capital Receipts Reserve and Major Repairs Reserve can only be used to finance capital expenditure. All appropriations to and from reserves, including any interest payable, are accounted for in the Movement in Reserves statement.

1.22 Revenue Expenditure Funded from Capital under Statute

Legislation allows for specified expenditure to be classified as capital for funding purposes when it does not result in a non-current asset being carried in the Balance Sheet. The purpose of this is to enable such expenditure to be funded from capital resources rather than to be charged to the General Fund and impact upon Council Tax. These items comprise financial assistance towards capital expenditure incurred by third parties, expenditure on properties not owned by the Council, repayments of Government grant in respect of assets disposed of and amounts directed by the Secretary of State under section 16(2) of Part 1 of the Local Government Act 2003.

Where a statutory provision allows capital resources to meet such expenditure, that expenditure has been charged to the Cost of Services in the Comprehensive Income and Expenditure statement. It has subsequently been accounted for by debiting the Capital Adjustment Account and crediting the General Fund Balance in the Movement in Reserves Statement. Any grants received in respect of

NOTES TO THE CORE STATEMENTS

General Notes

revenue expenditure funded from capital resources are accounted for as revenue grants, even if described as capital grants by the grantor, and reversed in the Movement in Reserves Statement to the Capital Adjustment Account

1.23 Revenue Income Treated as Capital Receipts Under Statute

Normally capital receipts arise from disposals of interests in non-current assets. However, capital receipts are defined by statute and that statutory definition includes other categories of income, such as the repayment of a grant or a loan made by the Council to a third party for the acquisition of an asset. Such income is credited to the Comprehensive Income and Expenditure statement, since the receipt is revenue income under the general provisions of IFRS, but is then debited to the General Fund Balance in the Movement in Reserves Statement and credited to the Capital Receipts Reserve to effect the statutory requirement to treat such income as a capital receipt.

1.24 Schools

The working balances of all schools, excluding academies, have been included in the Balance Sheet as part of Earmarked Reserves. Academies are responsible for producing their own annual accounts and have to submit a return to the Charities Commission.

The land and buildings of Community, Voluntary Controlled and Foundation Schools have been recognised on the Council's Balance Sheet as the Council controls the service potential of these assets. In respect of Voluntary Aided schools the service potential of the school buildings are deemed to be controlled by the Board of Governors and consequently these are not included in the Council's Balance Sheet. However the land held by these schools is controlled by the Council and is included on the Council's Balance Sheet.

1.25 Value Added Tax (VAT)

VAT is included in the Comprehensive Income and Expenditure statement, whether of a capital or revenue nature, only to the extent that it is irrecoverable from Revenue and Customs. VAT receivable is excluded from income.

1.26 Exceptional Items

When 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 sums are to an understanding of the Council's financial performance.

1.27 Heritage Assets

The Council holds two categories of Heritage Assets – historic buildings and artefacts and these are accounted for on the following bases:

Historic buildings – these were initially valued at cost as community assets and were then revalued on a restoration basis with any increases or decreases in value recognised in the revaluation reserve or Comprehensive Income and Expenditure statement as appropriate. The valuations are reviewed periodically (and at least every 5 years) as at 31 March by the Council's building surveyor – Geoffrey Bailey FRICS. It is noted the valuations are approximate and more accurate valuations by a specialist cost consultant are recommended but the Council is satisfied their valuations are materially accurate. Magazine No 5 at Purfleet and Coalhouse Fort at Tilbury are open to the public.

Artefacts – These are valued on the basis of insurance valuations with any increases or decreases in value recognised in the revaluation reserve. The valuations are reviewed periodically (and at least every 5 years) as at 31 March by the Council's specialist valuer. These assets are held within the Grays museum and are accessible by the public.

NOTES TO THE CORE STATEMENTS

General Notes

There is no depreciation charged on these assets as they have indeterminate lives and the Council does not consider it appropriate to charge this.

The Council holds and manages these assets and there is no intention to acquire additional heritage assets nor dispose of existing ones.

1.28 Collection of Local Taxes

Billing authorities in England are required by statute to maintain a separate fund for the collection and distribution of amounts due in respect of Council tax and national non-domestic rates (NNDR).

In the Council's capacity as billing authority it acts as an agent in collecting and distributing Council Tax income on behalf of the major preceptors and itself. Only the Council's share of income and expenditure and balance sheet items are included in the core financial statements. There is a debtor/ creditor position between the billing authority and each major preceptor to be recognised since net cash paid to each major preceptor is not necessarily its full share of cash collected from Council tax payers.

The Council also acts as an agent in collecting national non-domestic rates (NNDR) on behalf of the major preceptors and itself. Only the Council's share of income and expenditure and balance sheet items are included in the core financial statements. There is a debtor/ creditor position between the Council and each major preceptor to be recognised since net cash paid to each major preceptor is not necessarily its full share of cash collected from non-domestic rate payers.

1.29 Interests in Companies and Other Entities

The Council is required to produce Group Accounts alongside its own financial statements where it has material interests in subsidiaries, associates and/or joint ventures. The Council has identified two group companies – Thurrock Regeneration Ltd and Thurrock Homes Ltd. There has been a full consolidation of the companies into the group accounts.

1.30 Inventories

Inventories are included in the balance sheet at the lower of cost and net realisable value.

Note 2 ACCOUNTING STANDARDS THAT HAVE BEEN ISSUED BUT HAVE NOT YET BEEN ADOPTED

Standards that have been issued but not yet adopted, which may require disclosure in 2018/19 accounts, are anticipated to be listed in Appendix C of the 2019/20 Code when it is published. In the interim potentially relevant standards include:

- Amendments to IAS 40 *Investment Property: Transfers of Investment Property*
- *Annual Improvements to IFRS Standards 2014 - 2016 Cycle*
- IFRIC 22 *Foreign Currency Transactions and Advance Consideration*
- IFRIC 23 *Uncertainty over Income Tax Treatments*
- Amendments to IFRS 9 *Financial Instruments: Prepayment Features with Negative Compensation*
- IFRS 16 *Lease Accounting*

It is not anticipated that these new standards and amendments will have a material impact on the Council's Statement of Accounts.

The Code required implementation from 1 April 2019 and there is therefore no impact on the 2018/19 Statement of Accounts.

NOTES TO THE CORE STATEMENTS

General Notes

Note 3 CRITICAL JUDGMENTS IN APPLYING ACCOUNTING POLICIES

In applying the accounting policies set out in Note 1 the Council has had to make certain judgments about complex transactions or those involving uncertainty about future events. The critical judgments underlying these financial statements are:

- There is a degree of uncertainty about the future funding levels of local government. However the Council has determined that this uncertainty is not sufficient to provide an indication that the assets of the Council should be impaired as a result of a need to close facilities or to reduce levels of service provision. The Council has recently critically reviewed its portfolio of assets;
- Property, plant and equipment assets included in the balance sheet at fair value are revalued sufficiently regularly to ensure their carrying amount is not materially different from their fair value at the year-end. As a minimum this is at least once every five years. At the end of each year the valuer determines whether the carrying amount of the assets is consistent with their fair value.
- The Council has acquired the use of Property, Plant and Equipment by entering into either leases or arrangements that have a lease implicit within them. The Council considers the terms of the lease to determine whether the risks and rewards of ownership have passed to the Council and whether they should be reflected as a finance or operating lease.

Note 4 ASSUMPTIONS MADE ABOUT THE FUTURE AND OTHER MAJOR SOURCES OF ESTIMATION UNCERTAINTY

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for the revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The items in the Authority's Balance Sheet at 31 March 2019 for which there is a significant risk of material adjustment in the forthcoming financial year are as follows:

Item	Uncertainty	Effect
Property, Plant and Equipment	Assets are depreciated over their estimated useful lives. If in the current economic climate historic levels of repairs and maintenance expenditure cannot be sustained, the useful lives of assets may reduce.	If the useful life of an asset reduces, depreciation increases and the carrying value of the asset will reduce. For every year an asset life is reduced this will result in an annual increase depreciation charge of £1.630m.
Pensions Liability	Estimation of the net liability to pay pensions depends on a number of complex judgments and assumptions.	The Actuaries' sensitivity analysis indicates that an increase in the discount for liabilities of 0.1% would reduce the pension liability by £20.98m

NOTES TO THE CORE STATEMENTS

General Notes

Item	Uncertainty	Effect
Arrears	There is uncertainty in the current economic climate as to whether the impairment provision is sufficient.	<p>The Council has a bad debt provision for general purposes of £1.53m. If a further 10% of debt over 180 days was provided for this would equate to an additional provision of £0.21m.</p> <p>The HRA bad debt provision is £0.356m. If a further 10% of debt over 180 days was provided for this would equate to an additional provision of £0.02m.</p>
Provisions	<p>The Council makes provision for liabilities of uncertain timing or amount. The provisions made by the Council are set out in Note 18 to these financial statements. This also includes the proportion of a provision made in the collection fund for appeals received from business rate payers against their assessed amount of non-domestic rates. This has been set at £12.99m following review by specialist valuers. The impact of this is shared between the Council (49%), Central Government (50%) and Essex Fire Authority (1%).</p> <p>These provisions are based on judgements by officers and by their nature may vary over time.</p>	<p>There is potential for provisions to be under or overstated as the uncertainty over the timing and amount of liabilities are resolved. The appeals against business rates assessments are considered to potentially vary by 5 per cent upwards or downwards which is equivalent to £0.5m.</p>
Fair Value Measurements	<p>When the fair values of financial assets and financial liabilities cannot be measured based on quoted prices in active markets (ie Level 1 inputs), their fair value is measured using valuation techniques. Where possible, the inputs to these valuation techniques are based on observable data, but where this is not possible judgement is required in establishing fair values. These judgements typically include considerations such as uncertainty and risk. However, changes in the assumptions used could affect the fair value of the authority's assets and liabilities.</p> <p>Where Level 1 inputs are not available, the authority employs relevant experts to identify the most appropriate valuation techniques to determine fair value (for example surplus assets, an external valuer is employed).</p>	<p>The authority has relied on expert valuations to measure the fair value of surplus assets, assets held for sale and financial instruments.</p> <p>These are based on observable inputs used in the fair value measurement which for property assets include industrial land values, residential sales, and consideration of the lease status of these assets.</p> <p>For financial instruments the observable inputs are set out in detail in Note 32 to the financial statements.</p>

NOTES TO THE CORE STATEMENTS

General Notes

Item	Uncertainty	Effect
	Information about the valuation techniques and inputs used in determining the fair value of the authority's assets and liabilities is disclosed in notes 29 and 32 below	

Note 5 MATERIAL ITEMS OF INCOME AND EXPENDITURE

There are some regular material items of income and expense worthy of note, due to their size and potential impact on the Council if there are significant fluctuations.

These include figures for sums collected through Council Tax - the Council's proportion is £65.4m (£77.6m across all preceptors). Similarly sums are collected for business rates – the Council's proportion is £56.9m (£116.0m across all preceptors). The Council's proportion is reduced by £21.7m in central government tariffs and levies.

Housing Benefits, whilst generally considered to be break-even to the Council, involves paying out sums in the region of £43.351m and claiming this back from Central Government.

The Council's debt portfolio currently incurs interest of £15.29m. Of this £5.6m relates to the additional debt the Council took on in 2011/12 as part of the Housing Revenue Account reform (£160.9m).

The Council also relies heavily on Government Grants. The revenue grants received from the Government totalled £250.3m. These are shown in Note 23 to the accounts.

Note 6 RECLASSIFICATION OF COMPARATIVE FIGURES

In line with 2018/19 Code, the following changes have been included which impact on the brought forward figures. These changes are:

There has been a reclassification in). In accordance with changes made to IFRS 9 the surplus or deficit on Available for Sale assets is no longer reflected in other comprehensive income and expenditure within the Comprehensive Income and Expenditure Statement (CIES). This category is now shown as the surplus or deficit on financial assets measured at fair value through other comprehensive income. The basis of the figures in both categories remains unchanged.

The Expenditure and Income Analysed by Nature disclosure in Note 8 has been updated to remove the impact of transactions related to the wholly owned company which affected two categories of expenditure. There was no overall impact on the net figures and this was not reflected in the primary statements.

NOTES TO THE CORE STATEMENTS

General Notes

Note 7(i) NOTE TO THE EXPENDITURE FUNDING ANALYSIS - ADJUSTMENTS BETWEEN FUNDING AND ACCOUNTING BASIS

ADJUSTMENTS FOR CAPITAL PURPOSES

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

- **Other operating expenditure-** adjusts for capital disposals with a transfer of income on disposal of assets and the amounts written off for those assets.
- **Financing and investment income and expenditure-** the statutory charges for capital financing ie Minimum Revenue Provision and other revenue contributions are deducted from other income and expenditure as these are not chargeable under proper accounting practices.
- **Taxation and non-specific grant income and expenditure-** capital grants are adjusted for income not chargeable under proper accounting practices. Revenue grants are adjusted from those receivable in the year to those receivable without conditions or for which conditions were satisfied throughout the year. The taxation and Non Specific Grant Income and Expenditure line is credited with capital grants receivable in the year without conditions were satisfied in the year.

NET CHANGE FOR THE PENSIONS ADJUSTMENTS

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

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

OTHER DIFFERENCES

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

- **For Financing and investment income and expenditure** the other differences column recognises adjustments to the General Fund for the timing differences for premiums and discounts.
- The charge under **Taxation and non-specific grant income and expenditure** represents the difference between what is chargeable under statutory regulations for Council tax and NDR that was projected to be received at the start of the year and the income recognised under proper accounting practices in the Code. This is a timing difference as any difference will be brought forward in future Surpluses of Deficits on the Collection Fund.

NOTES TO THE CORE STATEMENTS
General Notes

Adjustment from General Fund to arrive at the Comprehensive Income and Expenditure Statement Accounts 2018/19	Adjustments for Capital Purposes (Note 1)	Net Change for the Pensions Adjustments (Note 2)	Other Differences (Note 3)	Total Adjustments
	£000	£000	£000	£000
Adults, Housing and Health	1,324	1,935	(18)	3,240
Children's Services	1,698	2,251	194	4,143
Commercial Services	0	72	42	113
Corporate Costs	13	175	(879)	(691)
Corporate Strategy & Communications	30	362	(2)	389
HR; OD and Transformation	52	402	319	773
Schools	0	903	0	903
Place Directorate	4,350	828	(37)	5,141
Environment and Highways	6,733	1,114	(5)	7,842
Finance, IT & Legal	41	942	(14)	969
Net Cost of Services	14,241	8,982	(401)	22,822
Housing Revenue Account	10,121	909	(9,960)	1,069
Other Income and Expenditure	(23,752)	4,417	(4,440)	(23,775)
Difference between General Fund surplus or deficit and Comprehensive Income and Expenditure Statement Surplus or Deficit	610	14,308	(14,801)	117

NOTES TO THE CORE STATEMENTS
General Notes

Adjustment from General Fund to arrive at the Comprehensive Income and Expenditure Statement Accounts 2017/18	Adjustments for Capital Purposes (Note 1)	Net Change for the Pensions Adjustments (Note 2)	Other Differences (Note 3)	Total Adjustments
	£000	£000	£000	£000
Adults, Housing and Health	98	75	16	190
Children's Services	4,466	87	(26)	4,527
Commercial Services	0	2	3	6
Corporate Costs	0	138	(521)	(383)
Corporate Strategy & Communications	30	15	(2)	43
HR; OD and Transformation	1	17	5	23
Schools	0	40	0	40
Place Directorate	3,227	33	(4)	3,255
Environment and Highways	5,046	44	8	5,097
Finance, IT & Legal	40	36	(9)	68
Net Cost of Services	12,907	488	(531)	12,864
Housing Revenue Account	(15,212)	38	(11,022)	(26,196)
Other Income and Expenditure	(6,221)	5,602	2,738	2,119
Difference between General Fund surplus or deficit and Comprehensive Income and Expenditure Statement Surplus or Deficit	(8,526)	6,128	(8,814)	(11,212)

NOTES TO THE CORE STATEMENTS

General Notes

Note 7(ii) ADJUSTMENTS BETWEEN ACCOUNTING BASIS AND FUNDING BASIS UNDER REGULATIONS

This Note details the adjustments that have been made to adjust the figures shown in the Comprehensive Income and Expenditure statement for the year to reflect the resources that are specified by statutory provisions as being available to the Council to meet future capital and revenue expenditure. It provides a breakdown of the totals in the Movement in Reserves Statement.

	2017/18							
	General Fund Balance	Housing Revenue Account Balance	Earmarked Reserves	Usable Reserves			Movement in Usable Reserves (total)	Movement in Unusable Reserves (total)
	£000	£000	£000	Capital Receipts Reserve	Major Repairs Reserve	Capital Grants Unapplied	£000	£000
Adjustments primarily involving the Capital Adjustment Account:								
<u>Reversal of items debited or credited to the CIES</u>								
Amortisation of intangible assets	(688)	0	0	0	0	0	(688)	688
Charges for depreciation and impairment of non-current assets	(8,638)	(9,365)	0	0	0	0	(18,003)	18,003
Revaluation losses on property, plant and equipment	(749)	(3,331)	0	0	0	0	(4,080)	4,080
Revaluation gains reversing previous losses	497	28,785	0	0	0	0	29,282	(29,282)
Revaluation Depreciation Adjustments	(8)	(846)	0	0	0	0	(854)	855
Movement in the fair value of investment property	0	0	0	0	0	0	0	0
Movement in the value of held for sale assets	0	(30)	0	0	0	0	(30)	30
Capital Grants and contributions applied	22,945	0	0	0	0	0	22,945	(22,945)
Donations of assets to the CIES	0	0	0	0	0	0	0	0
Revenue expenditure funded from capital under statute (REFCUS)	(6,969)	0	0	0	0	0	(6,969)	6,969
Grant Funding for REFCUS	3,618	0	0	0	0	0	3,618	(3,618)
Amounts of assets written off on disposal or sale as part of the net gain or loss on disposal or sale to the CIES	(19,830)	(20,463)	0	0	0	0	(40,293)	40,294
Capital expenditure funded from revenue reserves	29	0	0	0	0	0	29	(29)
<u>Insertion of items not debited or credited to the CIES</u>								
Statutory provision for the financing of capital investment	0	0	0	0	0	0	0	0

NOTES TO THE CORE STATEMENTS

General Notes

	2017/18							
	Usable Reserves							Movement in Unusable Reserves (total)
	General Fund Balance	Housing Revenue Account Balance	Earmarked Reserves	Capital Receipts Reserve	Major Repairs Reserve	Capital Grants Unapplied	Movement in Usable Reserves (total)	
	£000	£000	£000	£000	£000	£000	£000	£000
Adjustments primarily involving the Capital Grants Unapplied Account:								
Application of grants to capital financing transferred to the capital adjustment account	0	0	0	0	0	213	213	(213)
Capital Grants and contributions unapplied credited to the CIES	7,512	0	0	0	0	(7,512)	0	0
Adjustments primarily involving the Capital Receipts Reserve:								
Use of the capital receipts reserve to finance new capital expenditure	0	0	0	2,505	0	0	2,505	(2,505)
Transfer of sale proceeds credited as part of the gains or losses on disposal to the CIES	2,018	14,039	0	(16,057)	0	0	0	0
Capital Receipts from the repayments of external loans	0	0	0	(36)	0	0	(36)	36
Statutory provision for the financing of capital investment	0	0	0	0	0	0	0	0
Contribution from the capital receipts reserve towards administration costs of non-current assets disposal	0	(150)	0	150	0	0	0	0
Contribution from the capital receipts reserve to finance the payments to the Government capital receipts pool	(1,032)	0	0	1,032	0	0	0	0
Use of capital receipts funding transformation expenditure	(637)	0	0	637	0	0	0	0
Adjustments primarily involving the Major Repairs Reserve:								
Reversal of notional major repairs allowance credited to the HRA	0	11,174	0	0	(11,174)	0	0	0
Use of major repairs reserve to finance new capital expenditure	0	0	0	0	11,174	0	11,174	(11,174)
Adjustments primarily involving the Financial Instrument Adjustment Account:								
Amounts by which finance costs charged to the CIES are different from the finance costs chargeable in the year in accordance with statutory requirements	436	0	0	0	0	0	436	(436)

NOTES TO THE CORE STATEMENTS

General Notes

	2017/18							
	General Fund Balance	Housing Revenue Account Balance	Earmarked Reserves	Usable Reserves			Movement in Usable Reserves (total)	Movement in Unusable Reserves (total)
				Capital Receipts Reserve	Major Repairs Reserve	Capital Grants Unapplied		
£000	£000	£000	£000	£000	£000	£000	£000	
Adjustments primarily involving the Pension Reserve:								
Reversal of items relating to retirement benefits debited or credited to the CIES	(21,055)	(2,262)	0	0	0	0	(23,317)	23,317
Employer's pension contributions and direct payment to pensioners payable in year	15,512	1,677	0	0	0	0	17,189	(17,189)
Adjustments involving the Collection Fund Adjustment Account (Council Tax)								
Amount by which council tax credited to the CIES is different from council tax income calculated for the year in accordance with statutory requirements	(586)	0	0	0	0	0	(586)	586
Adjustments involving the Collection Fund Adjustment Account:								
Amount by which non-domestic rating income credited to the CIES is different from non-domestic rating income calculated for the year in accordance with statutory requirements	(483)	0	0	0	0	0	(483)	483
Adjustment involving the Accumulated Absences Account:								
Amount by which officer remuneration charged to the CIES on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	95	(4)	0	0	0	0	91	(92)
Total Adjustments	(8,013)	19,224	0	(11,769)	0	(7,299)	(7,857)	7,858

NOTES TO THE CORE STATEMENTS

General Notes

	2018/19							Movement in Usable Reserves (total) £000	Movement in Unusable Reserves (total) £000
	General Fund Balance £000	Housing Revenue Account Balance £000	Earmarked Reserves £000	Usable Reserves		Capital Grants Unapplied £000			
				Capital Receipts Reserve £000	Major Repairs Reserve £000				
Adjustments primarily involving the Capital Adjustment Account:									
<u>Reversal of items debited or credited to the CIES</u>									
Amortisation of intangible assets	(1,541)	0	0	0	0	0	(1,541)	1,541	
Charges for depreciation and impairment of non-current assets	(9,250)	(9,261)	0	0	0	0	(18,511)	18,511	
Revaluation losses on property, plant and equipment	(4,094)	(2,541)	0	0	0	0	(6,635)	6,636	
Revaluation gains reversing previous losses	3,250	1,719	0	0	0	0	4,969	(4,969)	
Revaluation Depreciation Adjustments	(7)	(31)	0	0	0	0	(38)	38	
Movement in the fair value of investment property	0	0	0	0	0	0	0	0	
Movement in the value of held for sale assets	0	(7)	0	0	0	0	(7)	7	
Capital Grants and contributions applied	24,257	0	0	0	0	0	24,257	(24,257)	
Donations of assets to the CIES	0	0	0	0	0	0	0	0	
Revenue expenditure funded from capital under statute (REFCUS)	(7,413)	0	0	0	0	0	(7,413)	7,413	
Grant Funding for REFCUS	4,815	0	0	0	0	0	4,815	(4,815)	
Amounts of assets written off on disposal or sale as part of the net gain or loss on disposal or sale to the CIES	(8,469)	(14,739)	0	0	0	0	(23,208)	23,208	
Capital expenditure funded from revenue reserves	22	0	0	0	0	0	22	(22)	
<u>Insertion of items not debited or credited to the CIES</u>									
Statutory provision for the financing of capital investment	2,811	0	0	0	0	0	2,811	(2,811)	

NOTES TO THE CORE STATEMENTS

General Notes

	2018/19							
	General Fund Balance	Housing Revenue Account Balance	Earmarked Reserves	Usable Reserves			Movement in Usable Reserves (total)	Movement in Unusable Reserves (total)
				Capital Receipts Reserve	Major Repairs Reserve	Capital Grants Unapplied		
£000	£000	£000	£000	£000	£000	£000	£000	
Adjustments primarily involving the Capital Grants Unapplied Account:								
Application of grants to capital financing transferred to the capital adjustment account	0	0	0	0	0	1,484	1,484	(1,484)
Capital Grants and contributions unapplied credited to the CIES	10,576	0	0	0	0	(10,576)	0	0
Adjustments primarily involving the Capital Receipts Reserve:								
Use of the capital receipts reserve to finance new capital expenditure	0	0	0	9,835	0	0	9,835	(9,835)
Transfer of sale proceeds credited as part of the gains or losses on disposal to the CIES	4,611	7,515	0	(12,126)	0	0	0	0
Capital Receipts from the repayments of external loans	0	0	0	(37)	0	0	(37)	37
Statutory provision for the financing of capital investment	0	0	0	0	0	0	0	0
Contribution from the capital receipts reserve towards administration costs of non-current assets disposal	0	(72)	0	72	0	0	0	0
Contribution from the capital receipts reserve to finance the payments to the Government capital receipts pool	(1,032)	0	0	1,032	0	0	0	0
Use of capital receipts funding transformation expenditure	(548)	0	0	548	0	0	0	0
Adjustments primarily involving the Major Repairs Reserve:								
Reversal of notional major repairs allowance credited to the HRA	0	10,015	0	0	(10,015)	0	0	0
Use of major repairs reserve to finance new capital expenditure	0	0	0	0	10,015	0	10,015	(10,015)
Adjustments primarily involving the Financial Instrument Adjustment Account:								
Amounts by which finance costs charged to the CIES are different from the finance costs chargeable in the year in accordance with statutory requirements	422	0	0	0	0	0	422	(422)

NOTES TO THE CORE STATEMENTS
General Notes

	2018/19								
	General Fund Balance	Housing Revenue Account Balance	Earmarked Reserves	Usable Reserves			Capital Grants Unapplied	Movement in Usable Reserves (total)	Movement in Unusable Reserves (total)
				Capital Receipts Reserve	Major Repairs Reserve				
£000	£000	£000	£000	£000	£000	£000	£000	£000	
Adjustments primarily involving the Pension Reserve:									
Reversal of items relating to retirement benefits debited or credited to the CIES	(22,152)	(2,267)	0	0	0	0	(24,419)	24,419	
Employer's pension contributions and direct payment to pensioners payable in year	9,165	946	0	0	0	0	10,111	(10,111)	
Adjustments involving the Collection Fund Adjustment Account (Council Tax)									
Amount by which council tax credited to the CIES is different from council tax income calculated for the year in accordance with statutory requirements	292	0	0	0	0	0	292	(292)	
Adjustments involving the Collection Fund Adjustment Account:									
Amount by which non-domestic rating income credited to the CIES is different from non-domestic rating income calculated for the year in accordance with statutory requirements	2,369	0	0	0	0	0	2,369	(2,369)	
Adjustment involving the Accumulated Absences Account:									
Amount by which officer remuneration charged to the CIES on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	504	17	0	0	0	0	521	(522)	
Total Adjustments	8,588	(8,706)	0	(676)	0	(9,092)	(9,886)	9,886	

NOTES TO THE CORE STATEMENTS
General Notes

Note 8 EXPENDITURE AND INCOME ANALYSED BY NATURE

31 March 2018 Carrying amount		31 March 2019 Carrying amount
£000		£000
	Expenditure/Income	
	Expenditure	
109,505	Third Party Payments	111,792
101,505	Employee expenses	115,847
52,038	Housing Benefits Payments	44,547
73,373	Other operating expenses	71,909
24,753	Depreciation, Amortisation and Impairment	25,770
15,092	Gains on disposals of assets and impairments	26,614
10,392	Interest payments	15,633
5,602	Pen Int Cost & Expect ret on Pension Asset	4,419
0	Transfer Payments	0
2,679	NNDR Pooling Expenses	2,025
1,032	Payments to housing capital receipts pool	1,032
668	Precepts and Levies	664
0	Fees, charges and other service income	0
(2,169)	Support Services Recharges	(2,262)
394,468	Total Expenditure	417,991
	Income	
(86,716)	Revenue Grants and Contributions	(77,856)
(61,655)	Income from Council Tax	(65,709)
(53,265)	HRA rent and service charge income	(53,193)
(52,257)	Fees, charges and other service income	(51,359)
(51,255)	Dedicated Schools Grant	(49,630)
(36,448)	Income from business rates	(40,680)
(30,458)	Capital Grants and contributions	(34,833)
(12,082)	Investment income	(29,072)
(18,875)	Better Care Fund	(21,478)
(3,618)	Gains on disposals of assets and impairments	(4,815)
(2,443)	Third Party Receipts	(2,496)
(409,071)	Total Income	(431,120)
(14,604)	Surplus or Deficit on the Provision of Services	(13,129)

NOTES TO THE CORE STATEMENTS

General Notes

Note 9 DEPLOYMENT OF DEDICATED SCHOOLS GRANT

The Council's expenditure on schools is funded primarily by grant monies provided by the Department for Education (DfE) - the Dedicated Schools Grant (DSG). An element of DSG is recouped by the DfE to fund academy schools in the Council's area. DSG is ring-fenced and can only be applied to meet expenditure properly included in the Schools Budget, as defined in the School Finance (England) Regulations 2011. The Schools Budget includes elements for 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 the DSG receivable for 2018/19 are as follows:

Notes Schools Budget Funded By Dedicated Schools Grant (DSG)				
		Central Expenditure	Individual Schools Budget	Total
		£000	£000	£000
A	Final DSG for 2018/19 before Academy Recoupment			152,172
B	Academy figure recouped for 2018/19			(102,745)
C	Total DSG after Academy Recoupment for 2018/19			49,427
D	Brought Forward from 2017/18			(4,044)
E	Carry Forward agreed to 2019/20			2,124
F	Agreed budgeted distribution in 2018/19	30,903	16,604	47,507
G	In Year Budget Adjustments	202	0	202
H	Final Budget Distribution for 2019/20	31,105	16,604	47,709
I	Actual Central Expenditures	(33,113)	0	(33,113)
J	Actual ISB deployed to schools	0	(16,604)	(16,604)
K	Local authority contribution 2018/19	1,476	0	1,476
L	Carry Forward to 2019/20	(532)	0	(2,656)

NOTES TO THE CORE STATEMENTS

General Notes

Note 10 OTHER OPERATING EXPENDITURE

Other Operating Expenditure in the Comprehensive Income and Expenditure statement comprises the following:

2017/18		2018/19
£000		£000
667	Levies	666
1,032	Payments to the Government Housing Capital Receipts Pool	1,032
24,237	Gains/losses on the disposal of non current assets	11,082
25,936	Total	12,780

Note 11 FINANCING AND INVESTMENT INCOME AND EXPENDITURE

Financing and Investment Income and Expenditure in the Comprehensive Income and Expenditure statement comprise the following:

2017/18		2018/19
£000		£000
10,067	Interest payable and similar charges	15,547
5,602	Net interest on the net defined benefit liability	4,417
(12,082)	Interest receivable and similar income	(29,072)
3,587	Total	(9,108)

Note 12 TAXATION AND NON-SPECIFIC GRANT INCOME

Taxation and Non-Specific Grant Income in the Comprehensive Income and Expenditure statement comprises the following:

2017/18		2018/19
£000		£000
(61,655)	Council tax income	(65,709)
(31,968)	Non domestic rates	(38,654)
(18,874)	Non-ringfenced grants	(13,853)
(30,457)	Capital grants and contributions	(34,832)
(142,954)	Total	(153,048)

NOTES TO THE CORE STATEMENTS
General Notes

Note 13 MEMBERS' ALLOWANCES

The Council paid the following amounts to Members during the year:

2017/18 £000	Members' Allowances	2018/19 £000
632	Allowances	644
0	Expenses	0
632	Total	644

Note 14 REMUNERATION OF SENIOR STAFF

Senior officer remuneration for 2018/19 is set out in the table below:

Senior Staff Emoluments 2018/19	Note	Salary, Fees and Allowances	Performance Related bonus	Expense Allowance	Compensation for loss of office	Pension Contribution	Total
		£	£	£	£	£	£
Chief Executive – Lyn Carpenter		171,501	0	0	0	27,612	199,113
Corporate Director of Children's Services		136,002	0	0	0	21,896	157,898
Director of HR, OD & Transformation		106,002	0	0	0	17,066	123,068
Corporate Director of Adults, Housing and Health		135,501	0	0	0	21,816	157,317
Corporate Director of Place		136,002	0	0	0	21,896	157,898
Director of Corporate Finance & IT		111,000	0	0	0	17,871	128,871
Director of Public Health		111,000	0	0	0	17,871	128,871
Director of Strategy, Communication & Customer Services		106,002	0	0	0	17,066	123,068
Director of Commercial Services		102,289	0	0	0	17,066	119,355
Director of Environment and Highways		106,021	0	0	0	17,066	123,087

NOTES TO THE CORE STATEMENTS

General Notes

Senior officer remuneration for 2017/18 is set out in the table below:

Senior Staff Emoluments 2017/18	Note	Salary, Fees and Allowances	Performance Related bonus	Expense Allowance	Compensation for loss of office	Pension Contribution	Total
		£	£	£	£	£	£
Chief Executive – Lyn Carpenter		171,501	0	0	0	27,612	199,113
Corporate Director of Children's Services		133,719	0	0	0	21,494	155,212
Director of HR, OD & Transformation		96,543	0	0	0	15,537	112,080
Corporate Director of Adults, Housing and Health		126,501	0	0	0	20,367	146,868
Corporate Director of Place		133,500	0	0	0	21,494	154,994
Director of Corporate Finance & IT		96,527	0	0	0	15,537	112,064
Director of Public Health		109,113	0	0	0	17,549	126,662
Director of Strategy, Communication & Customer Services		96,501	0	0	0	15,537	112,038
Director of Commercial Services		92,800	0	0	0	15,537	108,336
Director of Environment and Highways	1	95,322	0	0	0	15,302	110,624

The number of employees whose remuneration (including severance payments where applicable) was £50,000 or more, in bands of £5,000 is shown in the table below. This does not include the senior officers shown above.

NOTES TO THE CORE STATEMENTS

General Notes

Remuneration of Senior Staff	2017/18	2018/19
Pay Band	Numbers of Employees	Numbers of Employees
50,001 - 55,000	84	75
55,001 - 60,000	59	37
60,001 - 65,000	50	43
65,001 - 70,000	26	25
70,001 - 75,000	22	12
75,001 - 80,000	6	8
80,001 - 85,000	5	9
85,001 - 90,000	3	2
90,001 - 95,000	8	2
95,001 - 100,000	4	6
100,001 - 105,000	1	2
105,001 - 110,000	0	1
110,001 - 115,000	1	0
115,001 - 120,000	2	1
120,000+	2	0

Note: The above includes Council officers and staff at grant maintained schools.

The number of exit packages with total cost per band and total cost of the compulsory and other redundancies are set out in the table below. The total cost of the exit package includes the redundancy payment to the individual and the pension contribution paid directly to Essex County Council.

Exit Package cost Band £	No of Compulsory Redundancies		Other Departures		Total number of Exit package by cost		Total Cost of Exit Packages	
	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
0 – 20,000	4	0	5	0	9	0	88,129	0
20,001- 160,000	2	2	3	0	5	2	319,815	72,531
Total	6	2	8	-	14	2	407,943	72,531

Note 15 RELATED PARTY TRANSACTIONS

The Council is required to disclose material transactions with related parties. These are bodies or individuals that have the potential to control or influence the Council or to be controlled or influenced by the Council. Disclosure of these transactions allows an assessment to be made of the extent to which the Council might have been constrained in its ability to operate independently or might have secured the ability to limit another party's ability to bargain freely with the Council.

Central Government

Central government has significant influence over the general operations of the Council – it is responsible for providing the statutory framework within which the Council operates, provides the majority of its funding in the form of grants and prescribes the terms of many of the transactions that the Authority has with other parties (e.g. Council tax bills, housing benefits). Grants received from government departments are set out in the subjective analysis in Note 23.

NOTES TO THE CORE STATEMENTS

General Notes

Members and Other Public Bodies

Members have direct control over the Council's financial and operating policies. The total of members' allowances paid in 2018/19 is shown in Note 13.

The Council paid amounts to voluntary organisations in which members had positions on the governing body as noted in the table below. In all instances the grants and payments were made with proper consideration of declarations of interest. The relevant members did not take part in any discussion or decision relating to the grants. Details of the relevant member declarations are recorded in the Register of Members' interest open to public inspection at Civic Offices during office hours.

The current Councillors who have not provided a declaration return are Councillor Clare Baldwin, Councillor James Halden, Councillor John Kent and Councillor Peter Smith.

Officers

The Chief Executive is a director of High House Production Park. This is an arts organisation whose transactions with the Council are noted in the table below:

Entity	Income £	Expenditure £	Debtor £	Creditor £
High House Production Park	2,515	24,568	0	0
Thurrock CVS	0	795,916	0	0
Thurrock Lifestyle Solutions	115,264	2,410,253	0	0
Beacon Hill Academy	12,091	1,465,851	0	0
Herringham Primary Academy	114,235	44,773	0	0
Trans Vol	440	233,459	0	0
EDS Minibus & Coach Hire	0	157,950	0	0
Open Door	70	137,315	0	0

The transactions relating to Council owned companies are included in the group accounts.

NOTES TO THE CORE STATEMENTS

General Notes

Note 16 EXTERNAL AUDIT COSTS

In 2018/19 the Council incurred the following costs relating to the audit of the Statement of Accounts, certification of grant claims:

2017/18 £000	External Audit Costs	2018/19 £000
	Fees Payable to Auditors:	
141	External Audit Services including Statutory Inspections	108
37	Certification of Grant Claims and Returns	0
0	Non-Audit Work	23
177	Total	131

Note 17 TRANSFERS TO/ FROM EARMARKED RESERVES

The Council maintains a number of reserves which have been set up as a means of earmarking resources to meet future spending needs. This note shows details of amounts set aside in the year and of amounts posted back to meet General Fund expenditure during the year.

Balance at 1 April 2017 £000	Net Transfers (In)/Out £000	Balance at 31 March 2018 £000		Balance at 1 April 2018 £000	Net Transfers (In)/Out £000	Balance at 31 March 2019 £000
(2,590)	1,048	(1,542)	Balances held by Schools under a Scheme of Delegation	(1,542)	0	(1,542)
0	0	0	Revenue Grants Unapplied	0	0	0
(325)	(1,445)	(1,770)	Budget Management	(1,770)	(753)	(2,523)
(154)	0	(154)	Commuted Sums	(154)	0	(154)
0	0	0	DCLG DC Reserve	0	0	0
(111)	(89)	(200)	Grant Carried Forward	(200)	107	(93)
(193)	1	(192)	School Improvement Reserve	(192)	57	(135)
1,343	2,701	4,044	DSG	4,044	(1,389)	2,655
(425)	48	(377)	Public Health Grant	(377)	72	(305)
(3,150)	(1,201)	(4,351)	Development Reserve	(4,351)	(1,434)	(5,785)
(1,550)	276	(1,274)	Housing Zones	(1,274)	0	(1,274)
0	0	0	Transformation Reserve	0	(3,471)	(3,471)
0	0	0	Financial Resilience Reserve	0	(4,000)	(4,000)
(1,250)	(1,730)	(2,981)	Other Earmarked Reserves	(2,981)	(2,434)	(5,414)
(8,405)	(391)	(8,797)	Earmarked Reserves	(8,797)	(13,245)	(22,041)

- The *Balances held by Schools under a Scheme of Delegation* comprise the working balances controlled by School Governors in the management of their annual share of DSG and other income;

NOTES TO THE CORE STATEMENTS

General Notes

- The **Revenue Grants Unapplied Reserve** has been set up from revenue grants received but the expenditure has yet to be incurred (i.e. the grants have no conditions or conditions have been met and have therefore been recognised in Comprehensive Income and Expenditure statement). The reserve will be drawn down once the associated expenditure has been incurred;
- The **Budget Management Reserve** was set up to provide a contingency to meet service demand over and above that budgeted for.
- The **DCLG DC Reserve** is the amount of funding remaining for the implementation of the Development Corporation staff into Thurrock Council.
- The **Grant Carried Forward Reserve** relates to grants where the conditions have been met, but the expenditure is yet to be incurred.
- The **School Improvement Reserve** was identified as a requirement during the budget setting process.
- The **Development Reserve** was established to fund regeneration and new development works within the Housing Revenue Account.
- The **Public Health Grant Reserve** has been established to fund expenditure in relation to public health which is a Council responsibility from 1 April 2013.
- The **Transformation Reserve** is to provide investment to support the implementation of the service transformation projects.
- The **Financial Resilience Reserve** is to provide stability to Council funds and mitigate against external funding and treasury management risks.
- **Other Earmarked Reserves**—all other earmarked reserves.

Note 18 PROVISIONS

A provision has been made to reflect the likely financial impact of business rate appeals against the Council. This represents the Council's proportion of the overall provision of £10.1m.

Provision has been made for potential insurance claims against the Council. This includes claims made for Mesothelioma (a form of cancer caused by exposure to asbestos) which were fully covered under the policy with Municipal Mutual Insurance Ltd (MMI) until 2011/12.

A judgement by the Supreme Court on 28 March 2012 confirmed that employers insurance liability applies to the time when employees were first exposed to asbestos as opposed to when symptoms appeared. This meant the MMI insurance cover would not be sufficient to cover all potential claims. The Councils' maximum exposure was estimated at £1.1m but officers have been advised a provision of £0.330m remains appropriate.

The table below summarises the movements in the Council's financial provisions during the year:

NOTES TO THE CORE STATEMENTS

General Notes

Short Term Provisions	MMI Insurance £'000	Business Rate Appeals £000	Other Provision £000	Total £000
Balance at 01 April 2018	(106)	(3,500)	(30)	(3,636)
Additional Provision/Amount Used 2018/19	0	(995)	0	(995)
Balance at 31 March 2019	(106)	(4,495)	(30)	(4,631)
Balance at 01 April 2017	(106)	(1,563)	0	(1,669)
Additional Provision/Amount Used 2017/18	0	(1,937)	(30)	(1,967)
Balance at 31 March 2018	(106)	(3,500)	(30)	(3,636)

Long Term Provisions	MMI Insurance £'000	Business Rate Appeals £000	Other £000	Total £000
Balance at 01 April 2018	(228)	(2,864)	0	(3,092)
Additional Provision/Amount Used 2018/19	4	2,428	0	2,432
Balance at 31 March 2019	(224)	(436)	0	(660)
Balance at 01 April 2016	(274)	(4,447)	(67)	(4,788)
Additional Provision/Amount Used 2017/18	46	1,583	67	1,696
Balance at 31 March 2018	(228)	(2,864)	0	(3,092)

Note 19 DEBTORS

Long-Term Debtors

The Long term debtors consist of a combination of the following:

- Long term capital investments in projects in the 100% owned subsidiary company Thurrock Regeneration Ltd
- Long term capital investment in projects with external companies predominantly in the housing and energy sectors.

Short-Term Debtors

The table below provides an analysis of the Short-Term Debtors figure (net of provision for impairment) in the Balance Sheet:

NOTES TO THE CORE STATEMENTS

General Notes

31 March 2018 £000		31 March 2019 £000
11,795	Trade receivables	18,689
4,511	Prepayments	5,548
6,703	Other receivable amounts	22,618
23,009	Total	46,855

Note 20 CREDITORS

Short-Term Creditors

The table below provides an analysis of the Short-Term Creditors figure in the Balance Sheet:

31 March 2018 £000		31 March 2019 £000
(23,463)	Trade payables	(23,663)
(16,795)	Other payables	(24,653)
(40,258)	Total	(48,316)

Note 21 USABLE RESERVES

The balances on the Usable Reserves in the Balance Sheet are detailed in the following table:

31 March 2018 £000		Notes	31 March 2019 £000
(11,000)	General Fund Balance	(a)	(11,000)
(2,175)	Housing Revenue Account Balance	(b)	(2,175)
(2,327)	General Fund Earmarked Reserves	(c)	(12,842)
(6,469)	HRA Earmarked Reserves		(9,199)
(27,379)	Capital Receipts Reserve	(d)	(28,057)
0	Major Repairs Reserve	(e)	0
(21,876)	Capital Grants Unapplied	(f)	(30,966)
(71,226)	Total Usable Reserves		(94,239)

The movements in the year and balances at 31 March of the Council's Usable Reserves are set out in the Movement in Reserves Statement supported by Note 7.

(a) General Fund Balance

Resources available to meet the future running cost of non-Housing Revenue Account services. This is the accumulated surplus of income over expenditure after allowing for any General Fund earmarked reserves. Its strategic use is to safeguard against budget risk and adverse impact on future Council Tax levels.

NOTES TO THE CORE STATEMENTS

General Notes

(b) Housing Revenue Account

Resources available to meet the future running costs of the Council Housing Landlord service. Its strategic use is to safeguard against budget risk and adverse impact on future Council rent levels. An element is earmarked towards potential bad debts.

(c) Earmarked Reserves Balance

Resources earmarked for particular spending plans and contingencies. These are shown in more detail in Note 17.

(d) Capital Receipts Reserve

Proceeds of fixed asset sales available to finance capital expenditure or repay debt.

(e) Major Repairs Reserve

A resource provided from within HRA Subsidy to finance capital expenditure on dwellings and other property in the HRA.

(f) Capital Grants Unapplied

These are grants received for specific purposes but remain unspent at the end of each year.

Note 22 UNUSABLE RESERVES

The balances on the Unusable Reserves in the Balance Sheet are detailed in the following table:

31 March 2018 £000		Notes	31 March 2019 £000
(219,323)	Revaluation Reserve	(a)	(239,035)
(495,223)	Capital Adjustment Account	(b)	(500,610)
14,463	Financial Instruments Adjustment Account	(c)	14,041
178,521	Pensions Reserve	(d)	162,609
(329)	Collection Fund Adjustment Account - Council Tax		(621)
360	Collection Fund Adjustment Account - NNDR		(2,009)
(109)	Financial Instruments For Sale Account		323
920	Accumulated Absences Account		399
(520,720)	Total Unusable Reserves		(564,903)

(a) Revaluation Reserve

This reserve functions as a store of the gains made by the Council from the increases in the value of its Property, Plant and Equipment since 1 April 2007 when the reserve was created. Gains prior to that date are consolidated in the Capital Adjustment Account. The balance is reduced when assets with accumulated gains are re-valued downwards or impaired, used in the provision of services with the gains consumed through depreciation and disposed of with the gains being realised.

NOTES TO THE CORE STATEMENTS

General Notes

31 March 2018 £000		31 March 2019 £000
(122,700)	Balance at 1 April	(219,323)
(114,906)	Upward revaluation of assets	(26,084)
3,822	Downward revaluation of assets and impairment losses not charged to the Surplus/Deficit on the Provision of Services	1,804
(111,084)	Surplus or deficit on revaluation of non-current assets not posted to the Surplus or Deficit on the Provision of Services	(24,280)
1,941	Difference between fair value depreciation and historical cost depreciation	1,973
12,520	Accumulated gains on assets sold or scrapped	2,595
14,461	Amount written off to the Capital Adjustment Account	4,568
(219,323)	Balance at 31 March	(239,035)

(b) Capital Adjustment Account

This account absorbs the timing differences arising from the different arrangements for accounting for the consumption of non-current assets and for financing the acquisition, construction and enhancement of those assets under statutory provisions. The account is debited with the cost of acquisition, construction and enhancement as depreciation, impairment losses and amortisation are charged to the Comprehensive Income and Expenditure statement, with reconciling postings from the Revaluation Reserve to convert fair value figures to a historical cost basis. The account is credited with the amount set aside by the Council as finance for the costs of acquisition, construction and enhancement. The account includes accumulated gains and losses on Investment Properties and gains recognised on any donated assets that have yet to be consumed by the Council. The account also contains revaluation gains accumulated on Property, Plant and Equipment prior to 1 April 2007 when the Revaluation Reserve was created to hold such gains. The source of the majority of postings in the table below can be seen in Note 7.

NOTES TO THE CORE STATEMENTS

General Notes

31 March 2018 £000		31 March 2019 £000
(481,948)	Balance at 1 April	(495,220)
	Reversal of items relating to capital expenditure debited or credited to the CIES:	
18,858	Charges for depreciation of non current assets (PPE)	18,549
4,080	Revaluation and Impairment losses on Property, Plant and Equipment	6,636
(29,282)	Revaluation gains reversing previous losses (PPE)	(4,969)
688	Amortisation of intangible assets	1,541
6,969	Revenue expenditure funded from capital under statute (REFCUS) - net of Funding	7,413
31,819	PPE written off on disposal or sale as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	17,787
8,475	Assets Held for Sale written off on disposal or sale as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	5,421
(12,520)	Accumulated gains on assets sold or scrapped	(2,595)
29,087		49,783
(1,941)	Adjusting amounts written out of the Revaluation Reserve	(1,973)
27,146	Net written out amount of the cost of non current assets consumed in the year	47,810
	Capital financing applied in the year:	
(2,469)	Use of the Capital Receipts Reserve to finance new capital expenditure	(9,798)
(11,174)	Use of the Major Repairs Reserve to finance new capital expenditure	(10,015)
(26,776)	Application of grants to capital financing from the Capital Grants Unapplied Account	(30,556)
0	Statutory provision for the financing of capital investment charged against the General Fund and HRA Balances (including finance lease liabilities)	(2,811)
(29)	Capital expenditure charged against the General Fund and HRA balances (DRC)	(22)
0	Other Adjustments (Roundings)	(5)
(40,448)		(53,207)
30	Movements in assets held for sale debited or credited to the CIES	7
(495,220)	Balance at 31 March	(500,610)

(c) Financial Instruments Adjustment Account

This account absorbs the timing differences arising from the different arrangements for accounting for the income and expenditure relating to certain financial instruments and for bearing losses or benefiting from gains according to statutory provisions. The Council uses the account to manage premiums paid on the early redemption of loans. Premiums are debited to the Comprehensive Income and Expenditure statement when they are incurred but reversed out of the General Fund Balance to this Account in the Movements in Reserves statement. Over time the expense is posted back to the General Fund Balance in accordance with the statutory arrangements for spreading the burden on Council Tax. Usually this means writing off the balance over the unexpired term of the loans when they were redeemed. The large balance is due to the debt rescheduling undertaken in August 2010 whereby the premium payable on each loan has been written down over remaining life of the loan. When rescheduled in 2010/11 the remaining life of the loans repaid ranged from 3–48 years. Therefore the balance on this account will be cleared over a period of 48 years with currently a further 46 years remaining.

NOTES TO THE CORE STATEMENTS

General Notes

31 March 2018 £000		31 March 2019 £000
14,899	Balance at 1 April	14,463
(436)	Amount by which finance costs charged to the Comprehensive Income and Expenditure Statement are different from finance costs chargeable in the year in accordance with statutory requirements	(422)
14,463	Balance at 31 March	14,041

(d) Pensions Reserve

This reserve absorbs the timing differences arising from the different arrangements for accounting for post-employment benefits and for funding those benefits in accordance with statutory provisions. The Council accounts for post-employment benefits in the Comprehensive Income and Expenditure statement as the benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation and changing assumptions about investment returns on those resources set aside to meet the costs. However statutory arrangements require benefits earned to be financed as the Council makes employer contributions to the Pension Fund or eventually pays any pensions for which it is directly responsible. The debit balance on the Pensions Reserve shows the substantial shortfall in the benefits earned by past and present employees and the resources set aside to meet them. The statutory arrangements will ensure that funding will have been set aside by the time the benefits come to be paid.

31 March 2018 £000		31 March 2019 £000
219,534	Balance at 1 April	178,521
(47,141)	Actuarial gains or losses on pensions assets and liabilities	(30,220)
23,317	Reversal of items relating to retirement benefits debited or credited to the Surplus or Deficit on the Provision of Services in the CIES	24,419
(17,189)	Employer's pensions contributions and direct payments to pensioners payable in the year	(10,111)
178,521	Balance at 31 March	162,609

NOTES TO THE CORE STATEMENTS
General Notes

Note 23 ANALYSIS OF GOVERNMENT GRANTS

The Council credited the following material grants and contributions to the Comprehensive Income and Expenditure statement:

2017/18 £000		2018/19 £000
Credited to Taxation and Non Specific Grant Income:		
Revenue		
(61,655)	Council Tax	(65,709)
(31,968)	National Non Domestic Rates	(38,653)
(14,660)	Revenue Support Grant	(10,698)
(3,604)	New Homes Bonus	(3,153)
(590)	Education Services Grant	0
(19)	Other	0
Capital		
(4,046)	Department for Transport	(3,955)
(6,259)	Department for Education	(10,309)
(18,448)	South Essex Local Enterprise Partnership	(18,862)
(1,704)	Other	(1,707)
(142,953)	Total	(153,046)
Credited to Services:		
Revenue		
(51,433)	Housing Benefit	(43,351)
(11,333)	Public Health Grant	(11,042)
(47,080)	Dedicated Schools Grant	(49,380)
	Education and Skills	(2,243)
(277)	Music Education Grant	(264)
0	Adult Learning	0
(1,055)	Unaccompanied Asylum Seekers Grant	(1,494)
(781)	Housing Benefit Admin Grant	(704)
0	Health Authority Social Care Funding (now better care fund)	0
(878)	Better Care Fund - Reablement	(878)
(3,105)	Better Care Fund - Section 256	(3,164)
(11,939)	Better Care Fund - Main Stream	(12,443)
(132)	Better Care Fund - Improved BCF	(2,068)
(2,821)	Better Care Fund - Improved BCF £2bn	(1,859)
(718)	Adult social care support grant	(409)
(1,334)	LOCASM	(1,919)
(931)	Other	(1,214)
0	Brexit Resilience	(105)
0	Flood Defence	(34)
0	High Street Community Clean Up	(30)
0	Better Care Fund - Winter Pressures Funding	(654)
0	Community Voices	(92)
0	Better Care Fund - Disabled Facilities Funding	(412)
0	Independent Living Fund	(300)
0	Customer Building Grant	(30)
0	Planning Delivery Fund	(609)
Capital		
(910)	DOE	(2,007)
(1,422)	South Essex Local Enterprise Partnership	0
(1,286)	Other	(2,808)
(137,435)	Total	(139,512)

NOTES TO THE CORE STATEMENTS

General Notes

The Council has received a number of capital grants and contributions that have yet to be recognised as income as they have conditions attached to them that would require the monies or property to be returned to the giver if those conditions are not met. The balances on these at the end of each year and are as follows:

31 March 2018		31 March 2019
£000		£000
	Capital Grants & Contributions - Receipts in Advance	
(12,040)	Section 106	(12,874)
(6)	Department for Education	0
(137)	Department of Communities and Local Government	(132)
0	South Essex Local Enterprise Partnership	(2,113)
(5,133)	Other Contributions	(8,813)
(688)	Port of London Authority	(751)
(18,004)	Total	(24,683)

Note 24 CONTINGENT LIABILITIES

The Council has responsibility for the aftercare of a landfill site in the borough. The Council considers that, while the remaining annual maintenance costs associated with the site are not material, there remains a small possibility of the release of pollutants during the aftercare phase. The costs associated with this risk are uncertain to date.

Note 25 EVENTS AFTER THE BALANCE SHEET DATE

The Statement of Accounts was authorised for issue on 31 May 2019. There have been no events arising between the 31 March 2019 and 31 May 2019 that provides information about conditions existing at 31 March 2019 which need to be reflected in the financial statements.

Note 26 EXCEPTIONAL ITEMS

There were no exceptional items in 2018/19.

NOTES TO THE CORE STATEMENTS
General Notes

Note 27 HERITAGE ASSETS SUMMARY OF TRANSACTIONS

These assets relate to buildings, art, a coin collection, ship models and antiques.

The application of FRS30 required a summary of transactions relating to heritage assets reported in the balance sheet in the current year and for the four preceding periods – these are listed below.

There have been no additions or disposals of heritage assets between 2015/16 and 2018/19 with the only changes in asset values relating to revaluations.

	2015/16	2015/16	2016/17	2016/17	2017/18	2017/18	2018/19	2018/19
	Buildings	Artefacts	Buildings	Artefacts	Buildings	Artefacts	Buildings	Artefacts
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Opening Carrying Value	22,144	122	22,144	122	22,144	122	22,144	122
Expenditure	0	0	0	0	0	0	350	0
Revaluations	0	0	0	0	0	0	0	0
Impairments	0	0	0	0	0	0	0	0
Closing Carrying Value	22,144	122	22,144	122	22,144	122	22,494	122

Note 28 ASSETS HELD FOR SALE

2017/18		2018/19
£000		£000
1,890	Balance outstanding at start of year	1,770
	<u>Assets newly classified as held for sale:</u>	
8,501	Property, Plant and Equipment	5,370
	<u>Revaluations and Impairments:</u>	
(146)	Revaluation losses	(114)
0	Revaluation gains	0
	<u>Assets declassified as held for sale:</u>	
0	Property, Plant and Equipment	0
(8,475)	Assets sold	(5,421)
1,770	Balance outstanding at year-end	1,605

NOTES TO THE CORE STATEMENTS

General Notes

Note 29 PROPERTY, PLANT AND EQUIPMENT

Movement 2018/19	Council Dwellings £000	Other Land and Buildings £000	Vehicles, Plant & Equipment £000	Community Assets £000	Infrastructure Assets £000	Assets Under Construction £000	Surplus Assets £000	Total PP&E £000
Cost or Valuation								
At 1 April 2018	728,213	141,611	31,853	19,301	130,749	1,929	59,986	1,113,642
Additions / Donations	13,564	1,676	6,845	137	25,936	8,911	0	57,069
Derecognition - Disposals	0	(750)	(3,772)	0	0	0	0	(4,522)
Derecognition - Other	(10,378)	(7,293)	0	0	0	0	(132)	(17,803)
Revaluations Recognised in Revaluation Reserve	4,309	2,692	0	0	0	0	(635)	6,366
Revaluations Recognised in Surplus/Deficit on Provision of Services	(1,231)	(2,482)	0	0	0	0	58	(3,655)
Assets reclassified (to)/from Held for Sale	(4,267)	(1,103)	0	0	0	0	0	0
Assets reclassified (to)/from Investment Property	0	0	0	0	0	0	0	0
Other movements in Cost or Valuation	0	0	0	0	0	0	0	0
At 31 March 2019	730,210	134,351	34,926	19,438	156,685	10,840	59,277	1,145,727

NOTES TO THE CORE STATEMENTS

General Notes

Movement 2018-19	Council Dwellings £000	Other Land and Buildings £000	Vehicles, Plant & Equipment £000	Community Assets £000	Infrastructure Assets £000	Assets Under Construction £000	Surplus Assets £000	Total PP&E £000
Accumulated Depreciation and Impairment								
At 1 April 2018	(9,103)	(9,080)	(17,194)	(7,500)	(29,037)	0	(127)	(72,041)
Depreciation charge	(9,071)	(2,487)	(2,672)	(710)	(3,503)	0	(68)	(18,511)
Depreciation written back to the Revaluation Reserve	17,249	729	0	0	0	0	4	17,982
Depreciation written back to Surplus/Deficit on Provision of Services	925	1,060	0	0	0	0	5	1,990
Derecognition - Disposals	0	0	3,729	0	0	0	0	3,729
Derecognition - Other	0	799	0	0	0	0	8	807
Other movements in Depreciation and Impairment	0	0	0	0	0	0	0	0
At 31 March 2019	0	(8,979)	(16,137)	(8,210)	(32,540)	0	(178)	(66,044)
NBV At 31 March 2018	719,110	132,531	14,659	11,801	101,712	1,929	59,859	1,041,601
NBV At 31 March 2019	730,210	125,372	18,789	11,228	124,145	10,840	59,099	1,079,683

NOTES TO THE CORE STATEMENTS

General Notes

Comparative 2017/18	Council Dwellings £000	Other Land and Buildings £000	Vehicles, Plant & Equipment £000	Community Assets £000	Infrastructure Assets £000	Assets Under Construction £000	Surplus Assets £000	Total PP&E £000
Cost or Valuation:								
At 1 April 2017	604,450	153,947	26,673	18,867	107,037	453	60,720	972,147
Additions / Donations	11,988	4,487	5,891	434	23,712	1,476	0	47,988
Additions - Other	0	0	0	0	0	0	0	0
Derecognition - Disposals	0	(35)	(712)	0	0	0	(1,795)	(2,542)
Derecognition - Other	(11,988)	(18,250)	0	0	0	0	0	(30,238)
Revaluations Recognised in Revaluation Reserve	107,100	1,533	0	0	0	0	1,062	109,695
Revaluations Recognised in Surplus/Deficit on Provision of Services	25,165	(71)	0	0	0	0	0	25,094
Assets reclassified (to)/from Held for Sale	(8,501)	0	0	0	0	0	0	(8,501)
Assets reclassified (to)/from Investment Property	0	0	0	0	0	0	0	0
Other movements in Cost or Valuation	0	0	0	0	0	0	0	0
At 31 March 2018	728,214	141,611	31,852	19,301	130,749	1,929	59,987	1,113,643

NOTES TO THE CORE STATEMENTS

General Notes

Comparative 2017/18	Council Dwellings £000	Other Land and Buildings £000	Vehicles, Plant & Equipment £000	Community Assets £000	Infrastructure Assets £000	Assets Under Construction £000	Surplus Assets £000	Total PP&E £000
Accumulated Depreciation and Impairment								
At 1 April 2017	0	(7,347)	(15,317)	(6,826)	(26,117)	0	(154)	(55,761)
Depreciation charge	(9,148)	(2,716)	(2,472)	(674)	(2,920)	0	(72)	(18,002)
Depreciation written back to the Revaluation Reserve	41	512	0	0	0	0	99	652
Depreciation written back to Surplus/Deficit on Provision of Services	3	104	0	0	0	0	0	107
Derecognition - Disposals	0	1	595	0	0	0	0	596
Derecognition - Other	0	365	(1)	0	0	0	0	364
Other movements in Depreciation and Impairment	0	0	0	0	0	0	0	0
At 31 March 2018	(9,104)	(9,081)	(17,195)	(7,500)	(29,037)	0	(127)	(72,044)
NBV At 31 March 2017	604,450	146,600	11,356	12,041	80,920	453	60,566	916,386
NBV At 31 March 2018	719,110	132,530	14,657	11,801	101,712	1,929	59,860	1,041,599

NOTES TO THE CORE STATEMENTS
Financial Instruments Notes

Note 29 PROPERTY, PLANT AND EQUIPMENT (cont.)

Valuation of Property, Plant and Equipment

The freehold and leasehold properties which comprise the Council’s property portfolio have been valued at 31 March 2019 by the Council’s own valuers. The valuers are members of the Royal Institution of Chartered Surveyors (RICS). The valuations have been prepared in accordance with the UK Practice Statements contained in the RICS Appraisal and Valuation Standards (the “Red Book”).

From the 1st April 2016 the Social Housing Factor, the amount by which the open market value is multiplied by (for properties used for social housing) was amended from 39% to 38%, in line with guidelines issued by the Department for Communities and Local Government.

The last full valuation of Council dwellings was undertaken at 1 April 2017 and this is followed by an annual desktop valuation to determine any further increases or decreases in property values as at the balance sheet date. The 2018/19 desktop review referenced four indices (Halifax, Land Registry, Right move and UK Price Index) in order to reach a decision. Information from the Land Registry of actual sold prices of similar archetype properties, provided the best evidence of the movement in the values of the housing stock and the percentage increase of +3.331 was applied. The next full valuation of Council dwellings is scheduled to take place in 2022.

A desktop review of other land and building assets was undertaken as at 31 March 2019. Three categories were reviewed (Retail, Offices and Industrial) and each indicated a 0% change. A desktop review of the former Development Corporation Assets was undertaken at 31 March 2019 and based on the evidence obtained, no increase was applied.

Details of the basis for the valuation of Property, Plant and Equipment are outlined in Note 1 to these financial statements – Accounting Policies.

SURPLUS ASSETS

Fair Value Hierarchy

Details of the Council’s surplus properties and information about the fair value hierarchy as at 31 March 2018 and 31 March 2019 are as follows:

31/03/2018	Quoted Prices in			Fair Value as at 31 March 2018
	Active Markets for Identical Assets (Level 1)	Other Significant Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	
	£'000	£'000	£'000	£'000
Recurring Fair Value Measurements Using:				
Land	0	9,659	367	10,026
Industrial properties	0	46,203	0	46,203
Other properties	0	3,335	295	3,630
Total	0	59,197	662	59,859

NOTES TO THE CORE STATEMENTS
Financial Instruments Notes

31/03/2019	Quoted Prices in			Fair Value as at 31 March 2019
	Active Markets for Identical Assets (Level 1)	Other Significant Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	
	£'000	£'000	£'000	£'000
Recurring Fair Value Measurements Using:				
Land	0	9,659	377	10,036
Industrial properties	0	45,349	0	45,349
Other properties	0	3,320	394	3,714
Total	0	58,328	771	59,099

Transfers between Levels of the Fair Value Hierarchy

There were no transfers between Levels 1, 2 and 3 during the year.

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

Significant Observable Inputs – Level 2

The fair value for the residential properties (at market rents) has been based on the market approach using current market conditions and recent sales prices and other relevant information for similar assets in the local authority area. 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 at Level 2 in the fair value hierarchy.

The value of the assets disclosed at Level 3 in the table above are not material to the Council accounts and have been valued at existing use value by the Council's internal valuers. It has been confirmed these values would not alter materially if valued on the open market.

Note 30 CAPITAL EXPENDITURE AND FINANCING

The total amount of capital expenditure incurred in the year is shown in the table below, including the value of assets acquired under finance leases, together with the resources that have been used to finance them. Where capital expenditure is to be financed in future years by charges to revenue as assets are used by the Council, the expenditure results in an increase in the Capital Financing Requirement (CFR), a measure of the capital expenditure incurred historically by the Council that has yet to be financed. The methodology for the calculation of the CFR is set by Central Government regulation.

NOTES TO THE CORE STATEMENTS
Financial Instruments Notes

2017/18 £000		2018/19 £000
341,748	Opening Capital Financing Requirement	692,689
	Capital investment	
47,988	Property, Plant and Equipment	57,069
854	Intangible Assets	1,115
0	Heritage Assets	350
3,913	Revenue Expenditure Funded from Capital under Statute	7,413
338,671	Long Term Debtors	401,176
2017/18 £000		2018/19 £000
	Sources of finance	
(2,505)	Capital receipts	(9,835)
(37,980)	Government grants and other contributions (includes REFCUS & MRA)	(40,593)
	Sums set aside from revenue:	
0	• MRP (including finance leases liabilities)	(2,811)
692,689	Closing Capital Financing Requirement	1,106,573
	Explanation of movements in year	
0	Decrease in underlying need to borrowing (supported by government financial assistance)	0
350,941	Increase in underlying need to borrowing (unsupported by government financial assistance)	413,884
0	Assets acquired / adjusted under finance leases	0
350,941	Increase/(Decrease) in Capital Financing Requirement	413,884

Reconciliation of the capital financing requirement to the Balance Sheet is shown in the table below:

2017/18 £000	Balance Sheet Item	2018/19 £000
1,041,600	Property Plant & Equipment	1,079,683
0	Investment Property	0
1,770	Assets Held for Sale	1,605
1,541	Intangible Assets	1,115
22,266	Heritage Assets	22,616
340,060	Long Term Debtors	741,199
(219,325)	Revaluation Reserve	(239,035)
(495,222)	Capital Adjustment Account	(500,610)
692,690	Total Capital Financing Requirement	1,106,573

Note 31 CAPITAL COMMITMENTS

As at 31 March 2019, the Council had authorised expenditure in future years of £7.9m. In addition a further £183.4m had been previously authorised for use in 2019/20 and 2020/21, giving a total future years' commitment of £191.3m. These commitments included contractual commitments of £49.3m.

NOTES TO THE CORE STATEMENTS

Financial Instruments Notes

Note 32 FINANCIAL INSTRUMENTS

(a) Financial Instruments - Classifications

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Non-exchange transactions, such as those relating to taxes and government grants, do not give rise to financial instruments.

Financial Liabilities

A financial liability is an obligation to transfer economic benefits controlled by the Council and can be represented by a contractual obligation to deliver cash or financial assets or an obligation to exchange financial assets and liabilities with another entity that is potentially unfavourable to the Council.

The majority of the Council's financial liabilities held during the year are measured at amortised cost and comprised:

- long-term loans from the Public Works Loan Board and commercial lenders,
- short-term loans from other local authorities,
- trade payables for goods and services received.

Financial Assets

A financial asset is a right to future economic benefits controlled by the Council that is represented by cash, equity instruments or a contractual right to receive cash or other financial assets or a right to exchange financial assets and liabilities with another entity that is potentially favourable to the Council. The financial assets held by the Council during the year are accounted for under the following classifications:

Amortised cost (where cash flows are solely payments of principal and interest and the Council's business model is to collect those cash flow) comprising:

- cash in hand,
- bank current and deposit accounts with RBS bank,
- fixed term deposits and reverse repurchase agreements with banks and building societies,
- loans to other local authorities,
- bonds issued by multilateral development banks and large companies,
- trade receivables for goods and services provided.

Fair value through other comprehensive income (where cash flows are solely payments of principal and interest and the Council's business model is to both collect those cash flows and sell the instrument; and equity investments that the Council has elected into this category) comprising:

- pooled bond, equity and property funds managed by CCLA fund managers held as strategic investments

Financial assets held at amortised cost are shown net of a loss allowance reflecting the statistical likelihood that the borrower or debtor will be unable to meet their contractual commitments to the Council.

NOTES TO THE CORE STATEMENTS
Financial Instruments Notes

(b) Financial Instruments - Balances

The financial liabilities disclosed in the Balance Sheet are analysed across the following categories:

Financial Liabilities	Long Term		Short Term	
	31.03.2019	31.3.2018	31.03.2019	31.3.2018
	£000	£000	£000	£000
Loans at amortised cost:				
- Principal sum borrowed	(245,942)	(241,242)	(918,100)	(553,000)
- Accrued interest	0	0	(3,165)	(1,337)
- EIR adjustments	747	753	0	0
At fair value through profit & loss:				
- Fair value	0	0	0	0
Total Borrowing	(245,195)	(240,489)	(921,265)	(554,337)
Loans at amortised cost:				
- Bank overdraft	0	0	0	0
Total Cash Overdrawn	0	0	0	0
Liabilities at amortised cost:				
- Finance leases	0	0	0	0
- PFI arrangements	0	0	0	0
Total Other Long-term Liabilities	0	0	0	0
Liabilities at amortised cost:				
- Trade payables	0	0	(1,936)	(7,763)
- Finance leases	0	0	0	0
- PFI arrangements	0	0	0	0
Included in Creditors	0	0	(1,936)	(7,763)
- Financial guarantees	0	0	0	0
- Loan commitments	0	0	0	0
Included in Provisions	0	0	0	0
Total Financial Liabilities	(245,195)	(240,489)	(923,201)	(562,100)

NOTES TO THE CORE STATEMENTS
Financial Instruments Notes

The financial assets disclosed in the Balance Sheet are analysed across the following categories:

Financial Assets	Long Term		Short Term	
	31/03/2019	31.3.2018	31.3.2019	31.3.2018
	£000	£000	£000	£000
<i>At amortised cost:</i>				
- Principal	38,129	15,629	16,500	74,500
- Accrued interest	0	272	49	2,158
- Loss allowance	81	0	41	0
<i>At fair value through other comprehensive income:</i>				
- Principal at amortised cost	103,000	75,000	1,000	1,000
- Accrued interest	0	0	0	0
- Loss allowance	260	0	0	0
- Fair value adjustment	(322)	110	0	0
- Equity investments elected FVOCI	0	0	0	0
<i>At fair value through profit & loss:</i>				
- Fair value	0	0	0	0
Total Investments	141,148	91,011	17,590	77,658
<i>At amortised cost:</i>				
- Principal	0	0	15,549	27,982
- Accrued interest	0	0	0	0
- Loss allowance	0	0	0	0
<i>At fair value through profit & loss:</i>				
- Fair value	0	0	0	0
Total Cash and Cash Equivalents	0	0	15,549	27,982
<i>At amortised cost:</i>				
- Trade receivables	0	0	36,158	14,079
- Lease receivables	0	0	0	0
- Loans made for service purposes	0	0	0	0
- Accrued interest	0	0	0	0
- Loss allowance	0	0	0	0
<i>At fair value through profit & loss:</i>				
- Fair value	0	0	0	0
Included in Debtors	0	0	36,158	14,079
Total Financial Assets	141,148	91,011	69,297	119,719

NOTES TO THE CORE STATEMENTS
Financial Instruments Notes

Equity instruments elected to fair value through other comprehensive income

The Council has elected to account for the following investments in equity instruments at fair value through other comprehensive income because they are long-term strategic holdings and changes in their fair value are not considered to be part of the Council's annual financial performance.

	Fair Value		Dividends	
	31.03.19	31.03.18	2018/19	2017/18
	£000	£000	£000	£000
CCLA	103,678	76,109	3,732	2,744
Total	103,678	76,109	3,732	2,744

Offsetting Financial Assets and Liabilities

Financial assets and liabilities are set off against each other where the Council has a legally enforceable right to set off and it intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously. The table below shows those instruments that have been offset on the balance sheet.

	31 March 2019			31 March 2018		
	Gross assets (liabilities)	(Liabilities) assets set off	Net position on balance sheet	Gross assets (liabilities)	(Liabilities) assets set off	Net position on balance sheet
	£000	£000	£000	£000	£000	£000
Trade receivables	36,158	0	36,158	14,079	0	14,079
Bank accounts in credit	15,579	0	15,579	31,621	0	31,621
Total financial assets	51,737	0	51,737	45,700	0	45,700
Trade payables	(1,936)	0	(1,936)	(7,763)	0	(7,763)
Bank overdrafts	(271)	0	(271)	(3,639)	0	(3,639)
Total financial liabilities	(2,207)	0	(2,207)	(11,402)	0	(11,402)

NOTES TO THE CORE STATEMENTS
Financial Instruments Notes

(c) Financial Instruments - Gains and Losses

The gains and losses recognised in the Comprehensive Income and Expenditure Statement in relation to financial instruments consist of the following:

	Financial Liabilities			Financial Assets			2018/19 Total £'000	2017/18 Total £'000
	Amortised Cost	Fair Value through Profit & Loss	Amortised Cost	Fair Value through OCI	Elected to Fair Value through OCI	Fair Value through Profit & Loss		
	£'000	£'000	£'000	£'000	£'000	£'000		
Interest expense	15,547	0	0	0	0	0	15,547	10,304
Losses on de-recognition	0	0	0	0	0	0	0	0
Losses from changes in fair value	0	0	0	0	0	0	0	0
Impairment losses	0	0	0	0	0	0	0	0
Fees paid	0	0	0	0	0	0	0	0
Interest payable and similar charges	15,547	0	0	0	0	0	15,547	10,304
Interest income	0	0	(25,339)	(3,732)	0	0	(29,072)	(12,082)
Dividend income	0	0	0	0	0	0	0	0
Gains on de-recognition	0	0	0	0	0	0	0	0
Gains from changes in fair value	0	0	0	0	0	0	0	0
Impairment loss reversals	0	0	0	0	0	0	0	0
Interest and investment income	0	0	(25,339)	(3,732)	0	0	(29,072)	(12,082)
Net impact on surplus/deficit on provision of services	15,547	0	(25,339)	(3,732)	0	0	(13,524)	(1,778)
Gains on revaluation	0	0	0	0	0	0	0	0
Losses on revaluation	0	0	0	0	0	0	0	0
Amounts recycled to surplus/deficit on provision of services	0	0	0	0	0	0	0	0
Impact on other comprehensive income	0	0	0	0	0	0	0	0
Net Gain/(Loss) for the Year	15,547	0	(25,339)	(3,732)	0	0	(13,524)	(1,778)

NOTES TO THE CORE STATEMENTS

Financial Instruments Notes

(d) Financial Instruments - Fair Values

Financial instruments, except those classified at amortised cost, are carried in the Balance Sheet at fair value. For most assets, including [bonds, treasury bills and shares in money market funds and other pooled funds], the fair value is taken from the market price.

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

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

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

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

NOTES TO THE CORE STATEMENTS
Financial Instruments Notes

		Balance		Balance	
	Fair Value Level	Sheet 31.3.2019 £000	Fair Value 31.3.2019 £000	Sheet 31.3.2018 £000	Fair Value 31.3.2018 £000
<i>Financial liabilities held at fair value:</i>					
Forward contracts in counterparty's favour	2	0	0	0	0
<i>Financial liabilities held at amortised cost:</i>					
Long-term loans from PWLB	2	(160,889)	(209,672)	(160,889)	(214,127)
Long-term LOBO loans	2	(28,257)	(58,377)	(28,247)	(59,191)
Other long-term loans	2	(56,050)	(56,112)	(50,600)	(50,753)
Bonds issued	1	0	0	0	0
Lease payables and PFI liabilities	2	0	0	0	0
<i>Other liabilities:</i>					
Loan commitments	3	0	0	0	0
Guarantees issued	3	0	0	0	0
TOTAL		(245,196)	(324,161)	(239,736)	(324,071)
Liabilities for which fair value is not disclosed		0		0	
TOTAL FINANCIAL LIABILITIES		(245,196)		(239,736)	
<i>Recorded on balance sheet as:</i>					
		0		0	
Short-term creditors		0		0	
Short-term borrowing		0		0	
Short-term provisions		0		0	
Long-term creditors		0		0	
Long-term borrowing		(244,896)		(239,136)	
Long-term provisions		0		0	
Other long-term liabilities		(300)		(600)	
TOTAL FINANCIAL LIABILITIES		(245,196)		(239,736)	

NOTES TO THE CORE STATEMENTS

Financial Instruments Notes

		Balance		Balance	
	Fair Value Level	Sheet 31.3.2019 £000	Fair Value 31.3.2019 £000	Sheet 31.3.2018 £000	Fair Value 31.3.2018 £000
<i>Financial assets held at fair value:</i>					
Money market funds	1	0	0	0	0
Bond, equity and property funds	1	102,677	102,677	75,109	75,109
Corporate, covered and government bonds	1	0	0	0	0
Structured loans and deposits	2	32,500	32,679	10,273	10,362
Equity stake in TRL	2	5,629	5,629	5,629	5,629
Shares in unlisted companies	3	0	0	0	0
Forward contracts in the Council's favour	2	0	0	0	0
<i>Financial assets held at amortised cost:</i>					
Corporate, covered and government bonds	1	0	0	0	0
Long-term bank deposits & repos	2	0	0	0	0
Long-term loans to local authorities	2	0	0	0	0
Long-term loans to companies	3	0	0	0	0
Lease receivables	3	0	0	0	0
TOTAL		140,806	140,985	91,011	91,100
Assets for which fair value is not disclosed		0		0	
TOTAL FINANCIAL ASSETS		140,806		91,011	
<i>Recorded on balance sheet as:</i>					
		0		0	
Long-term debtors		5,629		5,629	
Long-term investments		135,177		85,382	
Short-term debtors		0		0	
Short-term investments		0		0	
Cash and cash equivalents		0		0	
TOTAL FINANCIAL ASSETS		140,806		91,011	

(e) Financial Instruments - Risks

The Council complies with CIPFA's Code of Practice on Treasury Management and Prudential Code for Capital Finance in Local Authorities, both revised in December 2017.

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

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

NOTES TO THE CORE STATEMENTS

Financial Instruments Notes

The main risks covered are:

- *Credit Risk:* The possibility that the counterparty to a financial asset will fail to meet its contractual obligations, causing a loss to the Council.
- *Liquidity Risk:* The possibility that the Council might not have the cash available to make contracted payments on time.
- *Market Risk:* The possibility that an unplanned financial loss will materialise because of changes in market variables such as interest rates or equity prices.

Credit Risk: Treasury Investments

The Council manages credit risk by ensuring that treasury investments are only placed with organisations of high credit quality as set out in the Treasury Management Strategy. These include commercial entities with a minimum long-term credit rating of A-, the UK government, other local authorities, and organisations without credit ratings upon which the Council has received independent investment advice. Recognising that credit ratings are imperfect predictors of default, the Council has regard to other measures including credit default swap and equity prices when selecting commercial entities for investment.

The table below summarises the credit risk exposures of the Council's treasury investment portfolio by credit rating and remaining time to maturity:

Credit Rating	31.3.2019		31.3.2018	
	Long-term	Short-term	Long-term	Short-term
	£000	£000	£000	£000
Gloriana Equity	5,629	0	5,629	0
CCLA	103,000	1,000	75,000	1,000
Solar Deal	0	0	0	50,000
Bonds	32,500	0	10,000	0
AAA	0	0	0	0
AA+	0	0	0	0
AA	0	0	0	0
AA-	0	0	0	0
A+	0	0	0	0
A	0	1,000	0	1,000
A-	0	0	0	0
BBB+	0	0	0	0
Unrated local authorities	0	15,500	0	12,500
Unrated building societies	0	10,000	0	34,050
Unrated housing associations	0	0	0	0
Total	141,129	27,500	90,629	98,550
Credit risk not applicable *	0	0	0	0
Total Investments	141,129	27,500	90,629	98,550

* Credit risk is not applicable to shareholdings and pooled funds where the Council has no contractual right to receive any sum of money.

NOTES TO THE CORE STATEMENTS

Financial Instruments Notes

Credit Risk: Trade Receivables

The following analysis summarises the Council's trade receivables, by due date. Only those receivables meeting the definition of a financial asset are included.

	31.3.2019	31.3.2018
	Trade receivables	Trade receivables
Neither past due nor impaired	1,945,014	1,641,208
Past due < 3 months	1,459,888	1,377,472
Past due 3-6 months	750,892	485,680
Past due 6-12 months	664,000	677,653
Past due 12+ months	1,451,740	1,583,743
Individually impaired	0	0
TOTAL RECEIVABLES	6,271,534	5,765,757

Debts are written off to the Surplus or Deficit on the Provision of Services when they are deemed uneconomical to pursue or, for example, subject to insolvency. However where appropriate and, where there is no legal or ethical reason to cease collection (and in recognition that debtors circumstances can change over time or in the case of absconding debtors rearise) selected cases are passed to an external Debt Collection Agency (DCA) to monitor. Should the DCA identify cases where they believe the likelihood of recovery has improved then they will commence collection action.

	12-month expected credit losses	Credit risk has increased significantly	Lifetime expected credit losses			Total loss allowance - service loans
			Credit impaired since initial recognition	Credit impaired on initial recognition	Simplified approach for receivables	
Opening allowance 1.4.18	0	0	0	0	0	0
New loans made	382,500	0	0	0	0	382,500
Transfer between categories	0	0	0	0	0	0
Change in risk	0	0	0	0	0	0
Loans written off	0	0	0	0	0	0
Loans repaid	0	0	0	0	0	0
Closing allowance 31.3.19	382,500	0	0	0	0	382,500

Liquidity Risk

The Council has ready access to borrowing at favourable rates from the Public Works Loan Board and other local authorities, and at higher rates from banks and building societies. There is no perceived risk that the Council will be unable to raise finance to meet its commitments. It is however exposed to the risk that it will need to refinance a significant proportion of its borrowing at a time of unfavourably high interest rates.

The maturity analysis of financial instruments is as follows:

NOTES TO THE CORE STATEMENTS
Financial Instruments Notes

Time to maturity (years)	31.3.2019			31.3.2018		
	Liabilities £000	Assets £000	Net £000	Liabilities £000	Assets £000	Net £000
Not over 1	(969,150)	130,500	(838,650)	(561,513)	187,629	(373,884)
Over 1 but not over 2	(5,000)	32,500	27,500	(50,600)	10,000	(40,600)
Over 2 but not over 5	0	0	0	0	0	0
Over 5 but not over 10	0	0	0	0	0	0
Over 10 but not over 20	0	5,629	5,629	0	5,629	5,629
Over 20 but not over 40	(79,000)	0	(79,000)	(79,000)	0	(79,000)
Over 40	(110,889)	0	(110,889)	(110,889)	0	(110,889)
Uncertain date	0	0	0	0	0	0
Total	(1,164,039)	168,629	(995,410)	(802,002)	203,258	(598,744)

Market Risks: Interest Rate Risk

The Council is exposed to risk in terms of its exposure to interest rate movements on its borrowings and investments. Movements in interest rates have a complex impact on the authority. For instance, a rise in interest rates would have the following effects:

- borrowings at variable rates – the interest expense will rise
- borrowings at fixed rates – the fair value of the liabilities will fall
- investments at variable rates – the interest income will rise
- investments at fixed rates – the fair value of the assets will fall.

Investments measured at amortised cost and loans borrowed are not carried at fair value, so changes in their fair value will have no 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 Surplus or Deficit on the Provision of Services. Movements in the fair value of fixed rate investments measured at fair value will be reflected in Other Comprehensive Income or the Surplus or Deficit on the Provision of Services as appropriate.

If all interest rates had been 1% higher (with all other variables held constant) the financial effect would be:

NOTES TO THE CORE STATEMENTS

Financial Instruments Notes

	31.3.2019	31.3.2018
	£000	£000
Increase in interest payable on variable rate borrowings	0	0
Increase in interest receivable on variable rate investments	0	0
Decrease in fair value of investments held at FVPL	0	0
Decrease in fair value of derivative financial instruments held at FVPL	0	0
Increase in government grant receivable for financing costs	0	0
Impact on Surplus or Deficit on the Provision of Services	0	0
Decrease in fair value of investments held at FVOCI	0	0
Impact on Comprehensive Income and Expenditure	0	0
Decrease in fair value of loans and investments at amortised cost *	0	0
Decrease in fair value of fixed rate borrowing *	(43,094)	(45,591)

*No impact on Comprehensive Income and Expenditure.

The approximate impact of a 1% fall in interest rates would be as above but with the movements being reversed.

Market Risks: Price Risk

The market prices of the Council's fixed rate bond investments and its units in pooled bond funds are governed by prevailing interest rates and the price risk associated with these instruments is managed alongside interest rate risk.

Transition to IFRS 9 Financial Instruments

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

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

NOTES TO THE CORE STATEMENTS
Financial Instruments Notes

	IAS 39 31.3.18	Reclassification	Remeasurement	Impairment	IFRS 9 1.4.18
FINANCIAL ASSETS					
Investments					
L&R /Amortised cost	90,815	0	0	0	90,815
Available for sale / FVOCI	77,854	0	0	0	77,854
FVPL	0	0	0	0	0
Total investments	168,669	0	0	0	168,669
Debtors					
L&R /Amortised cost	14,079	0	0	0	14,079
Available for sale / FVOCI	0	0	0	0	0
FVPL	0	0	0	0	0
Total debtors	14,079	0	0	0	14,079
Cash & cash equivalents					
L&R /Amortised cost	27,982	0	0	0	27,982
Available for sale / FVOCI	0	0	0	0	0
FVPL	0	0	0	0	0
Total cash & equivalents	27,982	0	0	0	27,982
TOTAL FINANCIAL ASSETS	210,730	0	0	0	210,730
FINANCIAL LIABILITIES					
Borrowing					
Amortised cost	(794,826)	0	0	0	(794,826)
Creditors					
Amortised cost	(7,763)	0	0	0	(7,763)
Provisions					
Guarantees & commitments	0	0	0	0	0
Other long-term liabilities					
Amortised cost	0	0	0	0	0
TOTAL FINANCIAL LIABILITIES	(802,589)	0	0	0	(802,589)
NET FINANCIAL ASSETS	(591,859)	0	0	0	(591,859)

NOTES TO THE CORE STATEMENTS

Pensions Notes

Note 33 PENSION SCHEME ACCOUNTED FOR AS A DEFINED CONTRIBUTION SCHEME

Teachers employed by the Council are members of the Teachers' Pension Scheme administered by Capita Teachers' Pensions on behalf of the Department for Education. The Scheme provides teachers with defined benefits upon their retirement, and the Council contributes towards the costs by making contributions based on a percentage of fund members' pensionable salaries.

However, because the scheme is unfunded the Department for Education uses a notional fund as the basis for calculating the employers' contribution rate paid by local education authorities (i.e., the Council). It is not possible for the Council to identify its share of the underlying financial position and performance of the scheme attributable to its own employees with sufficient reliability for accounting purposes. For the purposes of these accounts, it is therefore treated on the same basis as if it were a fully funded defined contribution scheme.

In 2018/19 the Council paid a total of £ £1.987m, including £0.683m actual teachers' contributions, (£0.737m in 2017/18) in respect of teachers' retirement benefits. The employer's contribution rate remained at 16.48%.

The authority is responsible for the costs of any additional benefits awarded upon early retirement outside of the terms of the teachers' scheme. These costs are accounted for on a defined benefit basis and detailed in Note 34.

Note 34 DEFINED BENEFIT PENSION SCHEMES

Participation in Pension Schemes

As part of the terms and conditions of the employment of its officers and its employees, the Council makes contributions towards the cost of post-employment benefits. Although these benefits will not actually be payable until employees retire, the Council has a commitment to make the payments and to disclose the items at the time that employees earn their future entitlement.

The Council participates in the Local Government Pension Scheme administered by Essex County Council. This is a funded defined benefit final salary scheme, meaning that the Council and employees pay contributions into a Fund, calculated at a level intended to balance the pension liabilities with investment assets.

Contributions are set every three years as a result of the actuarial valuation of the Fund required by the Regulations. The next actuarial valuation of the Fund will be carried out as at 31 March 2020 and will set contributions for the period from 1 April 2021 to 31 March 2024. There are no minimum funding requirements in the LGPS but the contributions are generally set to target a funding level of 100% using the actuarial valuation assumptions.

The Essex Pension Fund is operated under the regulatory framework for the Local Government Pension Scheme and the governance of the scheme is the responsibility of the pensions committee of Essex County Council. Policy is determined in accordance with the Pensions Fund Regulations. The investment managers of the fund are appointed by the committee and consist of the director of finance and resources of Essex and Barnabus Investment Fund managers.

The principal risks to the authority of the scheme are the longevity assumptions, statutory changes to the scheme, structural changes to the scheme (i.e. large-scale withdrawals from the scheme), changes to inflation, bond yields and the performance of the equity investments held by the scheme. These are mitigated to a certain extent by the statutory requirements to charge to the General Fund and Housing Revenue Account the amounts required by statute as described in the accounting policies note.

NOTES TO THE CORE STATEMENTS

Pensions Notes

On an Employer's withdrawal from the Fund, a cessation valuation will be carried out in accordance with Regulation 64 of the LGPS Regulations 2013 which will determine the termination contribution due by the Employer, on a set of assumptions deemed appropriate by the Fund Actuary.

In addition, as many unrelated employers participate in the Essex Pension Fund, there is an orphan liability risk where employers leave the Fund but with insufficient assets to cover their pension obligations so that the difference may fall on the remaining employers.

Discretionary Post-retirement Benefits

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

Transactions Relating to Post-Employment Benefits

The cost of retirement benefits is recognised in the reported Cost of Services within the Comprehensive Income and Expenditure statement when those benefits are earned by employees, rather than when the benefits are eventually paid to them as pensions. However, the charge that is required to be made against Council Tax is based upon the cash payable in the year, so that the real cost of post-employment/retirement benefits is reversed out of the General Fund by way of the Movement in Reserves Statement. The following transactions have been made during the year:

NOTES TO THE CORE STATEMENTS
Pensions Notes

	Local Government Pension Scheme 2017/18 £'000	Local Government Pension Scheme 2018/19 £'000	Unfunded Benefits 2017/18 £'000	Unfunded Benefits 2018/19 £'000
Comprehensive Income and Expenditure Statement				
Cost of Services:				
Service cost comprising:				
• current service costs	17,577	19,827	0	0
• administration costs	156	175	0	0
Financing and Investment Income and Expenditure:				
• Net interest cost	5,602	4,417	244	216
Total Post-Employment Benefit Charged to the Surplus or Deficit on the Provision of Services	23,335	24,419	244	216
Other Post-Employment Benefit Charged to the Comprehensive Income and Expenditure Statement				
Remeasurement of the net defined benefit liability comprising:				
• return on plan assets (excluding the amount included in the net interest expense)	18,086	24,115	0	0
• actuarial (gains) and losses arising on changes in demographic assumptions	0	34,682	0	0
• actuarial (gains) and losses arising on changes in financial assumptions	29,091	(28,577)	197	(178)
• experience loss (gain) on defined benefit obligation	0	0	0	0
• other	0	0	0	0
Total Post-Employment Benefit Charged to the Comprehensive Income and Expenditure Statement	70,512	54,639	441	38
	Local Government Pension Scheme 2017/18 £'000	Local Government Pension Scheme 2018/19 £'000	Unfunded Benefits 2017/18 £'000	Unfunded Benefits 2018/19 £'000
Movement in Reserves Statement				
• reversal of net charges made to the Surplus or Deficit for the Provision of Services for post employment benefits in accordance with the Code	(23,335)	(24,419)	(244)	(216)
Actual amount charged against the General Fund Balance for pensions in the year:				
• Employers' contributions payable to scheme	17,189	10,111		
• Retirement benefits payable to pensioners			626	618

NOTES TO THE CORE STATEMENTS

Pensions Notes

The cumulative amount of actuarial gains and losses, since 1 April 2005 recognised in the Comprehensive Income and Expenditure statement to 31 March 2019 is a £49.359m loss.

Pensions Assets and Liabilities Recognised in the Balance Sheet

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

	Local Government Pension Scheme 2017/18 £'000	Local Government Pension Scheme 2018/19 £'000	Unfunded Benefits 2017/18 £'000	Unfunded Benefits 2018/19 £'000
Present value of defined benefit obligation	597,572	614,015	8,768	8,106
Fair Value of plan assets	(427,819)	(459,512)	0	0
Sub-total	169,753	154,503	8,768	8,106
Net liability arising from defined benefit obligation	169,753	154,503	8,768	8,106

Reconciliation of the Movements in the Fair Value of Scheme (Plan) Assets

	Local Government Pension Scheme 2017/18 £'000	Local Government Pension Scheme 2018/19 £'000	Discretionary Benefits Arrangements 2017/18 £'000	Discretionary Benefits Arrangements 2018/19 £'000
Opening fair value of scheme assets	395,048	427,819	0	0
Opening adjustment			-	-
Interest income	10,694	10,892	0	0
Remeasurement gain/(loss)	0	0	0	0
- The return on plan assets, excluding the amount included in the net interest expense	18,068	24,115	0	0
- Other	(156)	(175)	0	0
Contributions from employer	17,189	10,111	0	0
Contributions from employees into the scheme	3,742	4,061	0	0
Benefits paid	(14,358)	(14,334)	0	0
Settlements Received/(Paid)	(2,408)	(2,977)	0	0
Closing fair value of scheme assets	427,819	459,512	0	0

The expected return on scheme assets is determined by considering the expected returns available on assets underlying the current investment policy. Expected yields on fixed interest investments are based on gross redemption yields at the Balance Sheet date. Expected returns on equity investments reflect long-term real rates of return experienced in the relevant markets.

NOTES TO THE CORE STATEMENTS
Pensions Notes

Reconciliation of Present Value of the Scheme Liabilities (Defined Benefit Obligation)

	Local Government Pension Scheme (all benefits)	Local Government Pension Scheme (all benefits)	Unfunded Liabilities: Discretionary Benefits	Unfunded Liabilities: Discretionary Benefits
	2017/18	2018/19	2017/18	2018/19
	£'000	£'000	£'000	£'000
Opening balance at 1 April	614,582	606,340	(9,347)	(8,768)
Current service cost	21,295	21,525	0	0
Interest cost	16,296	15,309	(244)	(216)
Contributions by scheme participants	3,742	4,061	0	0
Liabilities assumed/(extinguished) on settlements	(6,340)	(4,681)	0	0
Remeasurement (gains) and losses:	0	0	0	0
- Actuarial (gains) and losses arising from changes in demographic assumptions	0	(34,682)	0	438
- Experience loss/(gain) on defined benefit obligation	0	0	0	0
- Actuarial (gains) and losses arising from in financial assumptions	(29,091)	28,577	197	(178)
Estimated Benefits Paid Net of Transfers In	(13,732)	(13,716)	0	0
Curtailments & Settlements	214	6	0	0
Unfunded Pension Payments	(626)	(618)	626	618
Closing balance at 31 March	606,340	622,121	(8,768)	(8,106)

Local Government Pension Scheme assets comprised:

	Fair Value of Scheme Assets 2017/18	Fair Value of Scheme Assets 2018/19
	%	%
Cash and Cash Equivalents	4	3
Equity	65	62
Bonds		
- Corporate	4	6
- Government	7	5
Sub-total Bonds	11	11
Property	9	9
Alternative Assets	7	10
Other Managed Funds	4	5
Total assets	100	100

	Fair Value of Scheme Assets 2017/18	Fair Value of Scheme Assets 2018/19
	%	%
Equity instruments:	65	62

NOTES TO THE CORE STATEMENTS

Pensions Notes

Basis for Estimating Assets and Liabilities

Liabilities have been assessed on an actuarial basis using the projected unit credit method, an estimate of the pensions that will be payable in future years dependent on assumptions about mortality rates, salary levels etc. The scheme is administered by Essex County Council and fund liabilities have been assessed by Barnett Waddingham LLP, an independent firm of actuaries. Estimates for Thurrock Council are based on the latest full valuation of the scheme as at 31 March 2016.

The principal assumptions used by the actuary are as follows:

	Local Government Pension Scheme 31-Mar-18	Local Government Pension Scheme 31-Mar-19
Mortality assumptions:		
Longevity at 65 for current pensioners:		
* Men	22.2 yrs	21.3 yrs
* Women	24.7 yrs	23.6 yrs
Longevity at 65 for future pensioners:		
* Men	24.4 yrs	22.9 yrs
* Women	27.0 yrs	25.4 yrs
Rate of inflation	2.30%	2.40%
Rate of increase in salaries	3.80%	3.90%
Rate of increase in pensions	2.30%	2.40%
Rate for discounting scheme liabilities	2.55%	2.40%
Take-up of option to convert annual pension into retirement lump sum	n/a	n/a

The estimation of the defined benefit obligations is sensitive to the actuarial assumptions set out in the table above. The sensitivity analyses below have been determined based on reasonably possible changes of the assumptions occurring at the end of the reporting period and assumes for each change that the assumption analysed changes while all the other assumptions remain constant. The assumptions in longevity, for example, assume that life expectancy increases or decreases for men and women. In practice, this is unlikely to occur, and changes in some of the assumptions may be interrelated. The estimations in the sensitivity analysis have followed the accounting policies for the scheme, i.e. on an actuarial basis using the projected unit credit method. The methods and types of assumptions used in preparing the sensitivity analysis below did not change from those used in the previous period.

Impact on the Defined Benefit Obligation in the Scheme:

	Increase in Assumption £'000	Decrease in Assumption £'000
Longevity (increase or decrease in 1 year)	644,630	600,405
Rate of increase in salaries (increase or decrease by 0.1%)	623,055	621,194
Rate of increase in pensions (increase or decrease by 0.1%)	632,758	611,677
Rate for discounting scheme liabilities (increase or decrease by 0.1%)	610,761	633,704
	2,511,204	2,466,980

NOTES TO THE CORE STATEMENTS

Pensions Notes

Impact on the Council's Cash Flows

The objectives of the scheme are to keep employers' contributions at as constant a rate as possible. The County Council has agreed a strategy with the scheme's actuary to achieve a funding level of 100%. Funding levels are monitored on an annual basis. The next triennial valuation is due to be completed on 31 March 2020.

The expected employer contribution to the plan for the year to 31 March 2020 is £9.48m.

Note 35 CASH AND CASH EQUIVALENTS

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

31 March 2018		31 March 2019
£'000		£'000
275	Cash held by the Council and in transit	258
4,657	Bank current accounts	5,051
23,050	Short-term deposits in UK banks & investments in money market funds	9,999
27,982	Total Cash and Cash Equivalents	15,308

Note 36 OPERATING ACTIVITIES CASH FLOW STATEMENT

A breakdown of the cash flows arising from the Council operating activities is shown below:

2017/18		2018/19
£'000		£'000
3,767	Interest Received	19,672
(948)	Interest Received Opening Debtor	0
9,263	Interest Received Closing Debtor	0
(3,791)	Interest paid	0
0	Adjustments for differences between EIR and actual interest payable	0
586	Interest Paid Opening Creditor	0
(1,386)	Interest Paid Closing Creditor	0
7,491	Total Operating Activities	19,672

Note: the table above only includes interest received and interest paid in line with the disclosure requirements of the Code, and therefore does not correlate to the figures in the Cash Flow Statement.

NOTES TO THE CORE STATEMENTS
Cash Flow Notes

Note 37 INVESTING ACTIVITIES CASH FLOW STATEMENT

A breakdown of the cash flows arising from the Council investing activities is shown below:

2017/18		2018/19
£'000		£'000
(47,856)	Purchase of property, plant and equipment, investment property and intangible assets	(59,835)
(371,191)	Purchase of short-term and long-term investments	(673,450)
(338,906)	Other payments for investing activities	(402,678)
15,943	Proceeds from the sale of property, plant and equipment, investment property and intangible assets	12,092
296,350	Proceeds from short-term and long-term investments	0
37,271	Other receipts from investing activities (including capital grants)	50,714
(408,389)	Net cash flows from investing activities	(1,073,157)

Note 38 FINANCING ACTIVITIES CASH FLOW STATEMENT

A breakdown of the cash flows arising from the Council financing activities is shown below:

2017/18		2018/19
£'000		£'000
1,143,750	Cash receipts of short and long-term borrowing	1,976,320
0	Other receipts from financing activities	0
0	Cash payments for the reduction of the outstanding liabilities (finance leases)	0
(745,800)	Repayments of short- and long-term borrowing	(1,606,520)
389	Other payments for financing activities	3,382
398,339	Net cash flows from financing activities	373,182

NOTES TO THE CORE STATEMENTS
Cash Flow Notes

Note 39 NON CASH MOVEMENT CASH FLOW STATEMENT

A breakdown of the cash flows arising from the Council non cash movement is shown below:

2017/18 £'000		2018/19 £'000
14,603	Net Surplus or (Deficit) on the Provision of Services	13,128
	Adjust net surplus or deficit on the provision of services for non cash movements:	
18,857	Depreciation	18,550
(25,172)	Impairment and downward valuation	1,673
688	Amortisation	1,541
0	Increase/decrease in provision for Impairments/doubtful debts re: Loans & Advances	0
0	Financial Guarantee Adjustments	0
0	Increase/Decrease in Interest Creditors	0
2,979	Increase/Decrease in Creditors	9,794
0	Increase/Decrease in Interest and Dividend Debtors	0
22,102	Increase/Decrease in Debtors	(23,538)
(634)	Increase/Decrease in Inventories	865
6,128	Movement in Pension Liability	14,308
271	Contributions to/(from) Provisions	(1,438)
40,294	Carrying amount of non-current assets and non-current assets held for sale, sold or derecognised	23,208
0	Movement in Investment Property Values	0
65,513		44,963
	Adjust for items included in the net surplus or deficit on the provision of services that are investing or financing activities	
(34,076)	Capital Grants credited to surplus or deficit on the provision of services	(39,648)
0	Net adjustment from the sale of short and long term investments	680,950
(15,943)	Proceeds from the sale of property plant and equipment, investment property and intangible assets	(12,092)
(50,019)		629,210
30,097	Net Cash Flows for Operating Activities	687,301

NOTES TO THE CORE STATEMENTS

NOTE 40 BETTER CARE FUND

The Better Care Fund is a collaborative arrangement governed by a Section 75 agreement with Thurrock Clinical Commissioning Group (CCG) to enable the joint provision of a range of adult social care and health services. Thurrock Council is the “host “ organisation and responsible for accounting and audit of the pooled budget. Consequently the Council reflects all the transactions in these financial statements as well as the associated funding from Thurrock CCG.

The total value of the pool was £43.3m which includes the Council contribution of £22.1m, the Improved Better Care funding (iBCF) of £3.9m and the additional Winter Pressures funding of £0.8m . At the end of 2018/19 the pool had an underspend of £0.5m which is held in an earmarked reserve by the Council.

HOUSING REVENUE ACCOUNT INCOME AND EXPENDITURE STATEMENT

2017/18		2018/19
£'000	Notes	£'000
	EXPENDITURE	
12,630	Repairs and Maintenance	13,202
22,782	Supervision and Management	22,996
159	Rents, rates, Taxes and Other Charges	166
(15,213)	Depreciation and Impairment of Non Current Assets	10,121
237	Debt Management Costs	211
202	Movement in the Allowance for Bad Debts	197
20,797	Total Expenditure	46,893
	INCOME	
(43,916)	Gross Rent from Dwellings	(43,197)
0	Less Voids	0
(43,916)	Net Rent from Dwellings (sub total)	(43,197)
	Non Dwelling Rents:	
(9)	Shop Rents	(12)
(784)	Garage Rents	(760)
(97)	Premises Income	(75)
(890)	Non Dwelling Rents (sub-total)	(847)
	Charges for Services and Facilities:	
(5,705)	Water Charges	(5,637)
(42)	Central Heating Charges	(43)
(5,747)	Charges for Services and Facilities (sub total)	(5,680)
	Contributions Towards Expenditure:	
(983)	Leaseholder Charges	(864)
(2,755)	Tenants Service Charges	(3,512)
(3,738)	Contributions Towards Expenditure (sub total)	(4,376)
0	Micellaneous Income	190
(54,291)	Total Income	(53,910)
(33,494)	Net Cost of HRA Services as included in the Comprehensive Income and Expenditure Statement	(7,017)
(33,494)	Net Expenditure for HRA Services	(7,017)
	HRA share of the operating income and expenditure included in the Comprehensive Income and Expenditure Statement:	
6,424	(Gain) or loss on sale of HRA non-current assets	7,224
5,477	Interest payable and similar charges (Deferred Purchase Interest)	5,555
0	Amortisation of Premiums and Discounts (Premium on Debt Restructuring)	0
(56)	Interest and Investment Income	(198)
547	Pensions interest cost and expected return on Pension Assets	413
0	Capital Grants and Contributions Receivable	0
(21,102)	(Surplus)/ Deficit for the Year on HRA Services	5,977

HOUSING REVENUE ACCOUNT INCOME AND EXPENDITURE STATEMENT

MOVEMENT ON HRA BALANCE

2017/18		2018/19
£'000		£'000
(2,175)	Balance on HRA at 1 April	(2,175)
(21,102)	(Surplus)/Deficit for the Year on HRA Services	5,976
19,224	Adjustments Between Accounting Basis and Funding Basis under Statute:	(8,706)
(4,053)	Total	(4,905)
1,878	Transfer to/(from) Reserves:	2,730
(2,175)	Balance on HRA at 31 March	(2,175)

ADJUSTMENTS BETWEEN ACCOUNTING BASIS AND FUNDING BASIS UNDER REGULATIONS

2017/18		2018/19
£'000		£'000
	Reversal of Items debited or credited to the HRA Income and Expenditure Account	
(10,211)	Depreciation of non-current assets	(9,292)
(3,331)	Revaluation and Impairment losses on Property, Plant and Equipment	(2,541)
28,785	Revaluation gains reversing previous losses	1,719
0	Movement in Market Value on Investment Property	0
(30)	Movement in value of Held for Sale Assets	(7)
0	Revenue expenditure funded from capital under statute (REFCUS)	0
(20,463)	Amounts of Assets Held for Sale written off on disposal or sale as part of the net gain or loss on disposal or sale to the CIES	(14,739)
14,039	Amounts of Property, Plant and Equipment written off on disposal or sale as part of the net gain or loss on disposal or sale to the CIES	7,515
(150)	Contribution from the capital receipts reserve towards administration costs of non-current assets disposal	(72)
8,639		(17,417)
	Insertion of items not debited or credited to the HRA Income and Expenditure Account	
11,174	Reversal of Major Repairs Allowance credited to the HRA	10,015
(2,262)	Reversal of items relating to requirement benefits debited or credited to the CIES	(2,267)
1,677	Employer's pension contributions and direct payment to pensioners payable in year	946
(4)	Amount by which officer remuneration charged to the CIES on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	17
10,585		8,711
19,224	Total	(8,706)

NOTES TO THE HOUSING REVENUE ACCOUNT

Note 1 GROSS RENT INCOME

The level of rent arrears was as follows:

2017/18 £'000	Rent Arrears	2018/19 £'000
1,310	Gross Current Arrears at 31 March	1,476
2.42%	As a Proportion of Gross Rent Income Collectable in the Year	2.77%

There have been no amounts written off in 2018/19. There is a provision of £0.356m for the potential write-off of irrecoverable debts.

Note 2 DEPRECIATION

Depreciation of £9.26m was charged to the HRA in relation to operational assets comprising dwellings, other land and buildings. There were further charges in respect of impairments of (£0.86m).

2017/18 £'000	Analysis of Depreciation and Impairment Charges	2018/19 £'000
	Depreciation:	
9,148	Dwellings	9,072
160	Other Land and Buildings	132
33	Plant and Equipment	33
24	Non-Operational Property, Plant and Equipment	24
(24,578)	Impairment of Property, Plant and Equipment	860
(15,213)	Total for Year	10,121

Note 3 PENSION RESERVE MOVEMENT

In order to comply with proper accounting practices under IFRS the current service costs of pensions and interest costs/ expected return on scheme assets applicable to the HRA have been included in the HRA Income and Expenditure Statement. The impact has been reversed out in the Movement on the HRA Balance Statement to the Pensions Reserve leaving no overall impact upon HRA balance.

Note 4 HOUSING STOCK

The Council was responsible for housing stock split into the following categories:

31 March 2018	Number and Types of Properties at 31 March	31 March 2019
5,217	Number of Houses and Bungalows	5,185
3,468	Number of Flats and Maisonettes	3,456
1,214	Number of Aged Person Dwellings	1,214
9,899	Total	9,855

NOTES TO THE HOUSING REVENUE ACCOUNT

The change in the stock of properties is analysed as follows:

2017/18	Change in Stock of Properties	2018/19
10,014	Stock at 1 April	9,899
(115)	Less Sales	(55)
0	Additions	11
9,899	Total	9,855

The Balance Sheet value of the land, houses and other properties within the Council's HRA is:

31 March 2018	Balance Sheet Value of HRA Properties	31 March 2019
£'000		£'000
	Operational Non-Current Assets:	
616,879	Dwellings and other land and buildings	742,131
12,604	Non-Operational Non-Current Assets	21,435
629,483	Total	763,566

The vacant possession value of dwellings within the HRA as at 1st April 2018 was £1.92bn. The vacant possession value compared with the Balance Sheet value of the dwellings show the economic cost to the Government of providing Council housing at less than open market rents.

Note 5 MAJOR REPAIRS RESERVE

The following table analyses the movement on the Major Repairs Reserve:

2017/18	Major Repair Reserve	2018/19
£'000		£'000
0	Balance as at 1 April	0
(11,174)	Transfer to HRA	(10,015)
11,174	Financing of Capital Expenditure	10,015
0	Total	0

Note 6 CAPITAL EXPENDITURE

Capital expenditure on land, houses and other properties within the HRA in 2018/19 was financed as follows:

2017/18	Financing of Capital Expenditure	2018/19
£'000		£'000
11,174	Major Repairs Reserve	10,015
0	Grants	0
852	Capital Receipts	5,871
1,059	Prudential Borrowing	5,417
0	Development Reserve	0
13,085	Total	21,303

NOTES TO THE HOUSING REVENUE ACCOUNT

Note 7 CAPITAL RECEIPTS

Capital receipts from the sale of dwellings under the tenants' "Right to Buy" provisions and from sales of other land and buildings held within the HRA were as follows:

2017/18 £'000	Capital Receipts	2018/19 £'000
(14,039)	Sales of Dwellings	(7,515)

Note 8 DEBT MANAGEMENT COSTS

Debt management costs charged to the HRA were as follows:

2017/18 £'000	Debt Management Cost	2018/19 £'000
237	Debt Management Costs	211

THE COLLECTION FUND STATEMENT COUNCIL TAX

Notes	2017/18 £'000	2018/19 £'000	£'000
INCOME			
2	Council Tax	(73,449)	(78,321)
Total Income		(73,449)	(78,321)
EXPENDITURE			
Precepts and Demands:			
	Essex Police Authority	7,898	8,585
	Essex Fire Authority	3,471	3,575
	Thurrock Borough Council	61,683	65,408
Precepts and Demands (sub-total)		73,051	77,567
Provision for Bad Debts:			
	Change in Provision	(229)	0
	Write offs	657	414
Provision for Bad Debts (sub-total)		428	414
CONTRIBUTIONS			
	Essex Police Authority	73	0
	Essex Fire Authority	32	0
	Thurrock Borough Council	558	1
Contributions (sub-total)		663	2
Total Expenditure		74,143	77,983
(Surplus)/ Deficit for Year		694	(338)
Fund Balance Brought Forward		(609)	85
Fund Balance Carried Forward		85	(253)
 Share of Collection Fund (Council Tax) Balance:			
	Thurrock Council	72	(213)
	Essex Police Authority	9	(28)
	Essex Fire Authority	4	(12)
Total		85	(253)

THE COLLECTION FUND STATEMENT NATIONAL NON-DOMESTIC RATES

Notes	2017/18 £'000	2018/19 £'000	£'000
INCOME			
3	Income Collectable from Non-Domestic Ratepayers	(111,325)	(121,106)
	Transitional Protection Payments	4,530	2,006
	Cost of Collection	230	229
	Total Income	(106,566)	(118,871)
EXPENDITURE			
	Share of Business Rates:		
	Essex Fire Authority	1,103	1,160
	Thurrock Borough Council	54,038	56,864
	Share of Non-Domestic Rates (sub-total)	55,141	58,025
	Payment of the Central Share of the Non-Domestic Rating Income to Central Government	55,141	58,025
	Provision for Bad Debts:		
	Change in Provision	(198)	759
	Write Offs	335	71
	Provision for Bad Debts (sub-total)	137	830
	Provision for Appeals:		
	Change in Provision	721	(2,925)
	Interest	30	0
	CONTRIBUTIONS		
	Essex Fire Authority	(36)	1
	Thurrock Borough Council	(1,773)	70
	Central Government	(1,809)	71
	Contributions (sub-total)	(3,618)	143
	Total Expenditure	107,552	114,098
	(Surplus)/ Deficit for Year	986	(4,773)
	Fund Balance Brought Forward	(249)	737
	Fund Balance Carried Forward	737	(4,036)
Share of Collection Fund (NDR) Balance:			
	Thurrock Council	361	(1,978)
	Essex Fire Authority	7	(40)
	Central Government	369	(2,018)
	Total	737	(4,036)

Notes to the Collection Fund

Note 1 GENERAL

This account represents the statutory requirement for billing authorities to maintain a separate Collection Fund. The transactions of the Collection Fund are wholly prescribed by legislation. The fund account is prepared on an accruals basis and complies with the appropriate Regulations and with the Code. The balance on the account attributable to Thurrock Council is consolidated into the Council's Balance Sheet as an Unusable Reserve, the remainder is consolidated into debtors or creditors on the Balance Sheet as amounts owed to or owing by the other preceptors on the Fund (i.e. Police and Fire Authorities).

Note 2 COUNCIL TAX

For 2018/19 the Council's tax base, which is the number of chargeable dwellings in each valuation band (adjusted for dwellings where discounts apply) converted to an equivalent number of Band D dwellings, was calculated as follows:

Band	Estimated Number of Taxable Properties after Effect of Discounts	Ratio	Band D Equivalent Dwelling
A*	5	5:9	5
A	2,918	6:9	2,948
B	7,808	7:9	7,886
C	19,818	8:9	20,018
D	10,744	9:9	10,852
E	5,157	11:9	5,209
F	3,026	13:9	3,057
G	1,258	15:9	1,271
H	56	18:9	57
	50,790		51,303
			0
			51,303
Council Tax Base			51,303

Less adjustment for collection rate and for anticipated changes during the year for successful appeals against valuation banding, new properties, demolitions, disabled persons relief and exempt properties.

Notes to the Collection Fund

Note 3 INCOME FROM BUSINESS RATE PAYERS

Non-Domestic Rates are organised on a national basis. Local businesses pay rates calculated by multiplying their rateable value by an amount specified by the Government. In 2018/19 48p was the small business multiplier and 49.3p the large business multiplier (46.6p small business multiplier and 47.9p large business multiplier in 2017/18). The Council is responsible for collecting rates due from the ratepayers in its area. The total amount, less certain reliefs and other deductions, is collected by the Council and then redistributed to the major preceptors - The Government (50%) and Essex Fire Authority (1%) The remainder of £56.86m was paid into the Council's General Fund, and this amount has been credited to the Comprehensive Income and Expenditure statement. Overall amount collected from NNDR Rate payers was £118.9m.

The total Non-Domestic rateable value at the 31 March 2019 was £277,456,380 (£267,852,537 as at 31 March 2018).

Group Accounts 2018/19

GROUP ACCOUNTS

STATEMENT OF ACCOUNTS - GROUP ACCOUNTS

■ Introduction

In order to provide a full picture of the Council's economic activities and financial position, the accounting statements of the Council has been consolidated with the group companies - Thurrock Regeneration Ltd and Thurrock Homes Ltd. The Group Accounts are presented in addition to the Council's 'single entity' financial statements and comprise:

- Group Expenditure Funding Analysis
- Group Comprehensive Income and Expenditure Statement
- Group Movement in Reserves Statement
- Group Balance Sheet
- Group Cash Flow Statement

These statements, together with those explanatory notes that are considered necessary in addition to those accompanying the Council's 'single entity' accounts, and accounting policies, are set out in the following pages, as detailed below.

Contents	Page
Group Expenditure Funding Analysis	119
Group Comprehensive Income and Expenditure Statement	120
Group Movement in Reserves Statement	121
Group Balance Sheet	123
Group Cash Flow Statement	124
Notes to the Group Accounts	125

GROUP EXPENDITURE FUNDING ANALYSIS

2017/18			2018/19			
Net Expenditure Chargable to the General Fund and HRA Balances	Adjustments between Funding and Accounting Basis	Net Expenditure in the Comprehensive Income and Expenditure Statement	Net Expenditure Chargable 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	
35,981	190	36,171	Adults; Housing and Health	37,826	3,240	41,066
37,471	4,527	41,998	Children's Services	37,678	4,143	41,821
488	6	494	Commercial Services	650	113	763
1,723	(383)	1,340	Corporate Costs	2,292	(691)	1,601
2,285	43	2,328	Corporate Strategy & Communications	2,187	389	2,576
20,813	5,097	25,910	Environment & Highways	21,972	7,842	29,815
9,449	68	9,517	Finance, Information Technology & Legal	10,296	969	11,266
3,446	23	3,469	HR; OD and Transformation	3,505	773	4,278
4,681	3,255	7,936	Place Directorate	3,798	5,141	8,938
3,751	40	3,791	Schools	(188)	903	714
120,088	12,865	132,953	General Fund	120,016	22,822	142,838
(1,641)	(31,853)	(33,494)	Housing Revenue Account	(2,730)	1,069	(1,661)
118,447	(18,989)	99,459	Cost of Services	117,286	23,891	141,177
78	0	78	Taxation	0	0	0
(119,173)	7,777	(111,396)	Other Income and Expenditure	(129,872)	(23,775)	(153,647)
(648)	(11,212)	(11,860)	Surplus or Deficit	(12,586)	116	(12,470)
(16,849)			Opening General Fund and HRA Balance at 31 March 2018	(17,497)		
(648)			Less Deficit on General Fund and HRA Balance in Year	(12,586)		
(17,497)			Closing General Fund and HRA Balance at 31 March 2019	(30,083)		

GROUP COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT

Core Statement

2017/18			2018/19			
Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	
£000	£000	£000	£000	£000	£000	
85,199	(49,029)	36,170	Adults; Housing and Health	88,436	(47,370)	41,066
86,454	(44,456)	41,998	Children's Services	88,328	(46,506)	41,822
601	(107)	494	Commercial Services	759	4	763
55,583	(54,244)	1,339	Corporate Costs	48,095	(46,493)	1,602
2,477	(149)	2,328	Corporate Strategy & Communications	2,873	(297)	2,576
28,720	(2,810)	25,910	Environment & Highways	33,226	(3,412)	29,814
11,565	(2,049)	9,516	Finance, Information Technology & Legal	12,768	(1,502)	11,267
21,019	(54,514)	(33,495)	Housing Revenue Account	47,336	(54,565)	(7,229)
3,777	(308)	3,469	HR; OD and Transformation	4,600	(323)	4,277
15,505	(7,569)	7,936	Place Directorate	19,151	(10,213)	8,938
27,758	(23,967)	3,791	Schools	26,111	(25,397)	714
338,658	(239,202)	99,456	Cost of Services	371,682	(236,073)	135,609
41,993	(16,057)	25,936	Other operating expenditure	24,906	(12,126)	12,780
15,669	(10,547)	5,122	Financing and investment income and expenditure	19,964	(27,775)	(7,811)
5,363	(147,738)	(142,375)	Taxation and non-specific grant income and expenditure	2,070	(155,118)	(153,048)
401,683	(413,545)	(11,861)	(Surplus) or deficit on Provision of Services	418,622	(431,092)	(12,471)
0	(111,084)	(111,084)	(Surplus) or deficit on revaluation of Property, Plant and Equipment assets	0	(24,280)	(24,280)
0	(47,141)	(47,141)	Actuarial gains/ losses on pension assets/ liabilities	0	(30,220)	(30,220)
0	(881)	(881)	(Surplus) or deficit on revaluation of available for sale financial assets	0	432	432
0	(159,106)	(159,106)	Other Comprehensive Income and Expenditure	0	(54,068)	(54,068)
401,683	(572,651)	(170,967)	Total Comprehensive Income and Expenditure	418,622	(485,160)	(66,539)

GROUP MOVEMENT IN RESERVES STATEMENT

Core Statement

	General Fund Balance £000	Housing Revenue Account £000	Capital Receipts Reserve £000	Major Repairs Reserve £000	Capital Grants Unapplied Account £000	Total Usable Reserves £000	Unusable Reserves £000	Total Authority Reserves £000
Balance at 31 March 2017	(10,082)	(6,766)	(15,608)	0	(14,576)	(47,032)	(369,470)	(416,502)
Movement in reserves during 2017/18								
Total Comprehensive Income and Expenditure	9,200	(21,102)	0	0	0	(11,902)	(159,107)	(171,009)
Adjustments from income & expenditure charged under the accounting basis to the funding basis	(8,012)	19,225	(11,770)	0	(7,299)	(7,856)	7,857	1
Increase or (Decrease) in 2017/18	1,188	(1,877)	(11,770)	0	(7,299)	(19,758)	(151,250)	(171,008)
Balance at 31 March 2018 carried forward	(8,894)	(8,643)	(27,378)	0	(21,875)	(66,790)	(520,720)	(587,510)

GROUP MOVEMENT IN RESERVES STATEMENT

Core Statement

	General Fund Balance £000	Housing Revenue Account £000	Capital Receipts Reserve £000	Major Repairs Reserve £000	Capital Grants Unapplied Account £000	Total Usable Reserves £000	Unusable Reserves £000	Total Authority Reserves £000
Balance at 31 March 2018	(8,894)	(8,643)	(27,378)	0	(21,875)	(66,790)	(520,720)	(587,510)
Movement in reserves during 2018/19								
Total Comprehensive Income and Expenditure	(18,447)	5,977	0	0	0	(12,470)	(54,068)	(66,538)
Adjustments from income & expenditure charged under the accounting basis to the funding basis	8,589	(8,707)	(677)	0	(9,091)	(9,886)	9,886	0
Increase or (Decrease) in 2018/19	(9,858)	(2,730)	(677)	0	(9,091)	(22,356)	(44,182)	(66,538)
Balance at 31 March 2019 carried forward	(18,752)	(11,373)	(28,055)	0	(30,966)	(89,146)	(564,902)	(654,048)

GROUP BALANCE SHEET

Core Statement

31 March 2018		Notes	31 March 2019
£000			£000
1,041,600	Property, Plant & Equipment	9	1,112,016
1,541	Intangible Assets		1,115
22,266	Heritage Assets		22,616
85,381	Long Term Investments		134,837
314,926	Long Term Debtors		709,808
1,465,714	Long Term Assets		1,980,392
77,658	Short Term Investments		17,508
1,770	Assets Held for Sale		1,605
30,747	Inventories	5	282
24,068	Short Term Debtors		47,520
28,125	Cash and Cash Equivalents		16,312
162,367	Current Assets		83,227
(554,337)	Short Term Borrowing		(921,266)
(40,323)	Short Term Creditors		(50,586)
(3,636)	Short Term Provisions		(4,631)
(598,296)	Current Liabilities		(976,483)
(3,092)	Long Term Provisions		(660)
(242,388)	Long Term Borrowing		(245,196)
(178,521)	Pension Liability		(162,609)
(272)	Long Term Creditors		62
(18,004)	Capital Grants Receipts in Advance		(24,683)
(442,277)	Long Term Liabilities		(433,087)
587,510	Net Assets		654,050
(66,791)	Usable reserves	8	(89,147)
(520,719)	Unusable Reserves		(564,903)
(587,510)	Total Reserves		(654,050)

I certify that the statement of accounts gives a true and fair view of the financial position of the authority at 31 March 2019 and its income and expenditure for the year ended 31 March 2019.

Director of Finance and IT

31 May 2019

GROUP CASH FLOW

Core Statement

2017/18 £'000	Notes	2018/19 £'000
19,410	Net surplus or (deficit) on the provision of services	12,220
65,514	Adjustment to surplus or deficit on the provision of services for non cash movements	46,762
(50,019)	Adjust for items included in the net surplus or deficit on the provision of services that are investing and financing activities	629,210
34,905	Net Cash flows from operating activities	688,192
(414,697)	Investing Activities	(1,074,372)
399,521	Financing Activities	374,366
19,729	Net increase or decrease in cash and cash equivalents	(11,814)
8,396	Cash and cash equivalents at the beginning of the reporting period	28,125
28,125	Cash and cash equivalents at the end of the reporting period	16,311

GROUP STATEMENTS

Notes to the Accounts

Notes to the Group Accounts

Notes to the Group accounts have been completed where consolidation of the group companies has a specific impact. Where this is not the case then please refer to the equivalent note in the Council accounts.

Note 1 GROUP BOUNDARY

The Council owns 100% of the share capital of Thurrock Regeneration Ltd. Thurrock Regeneration Ltd is the owner of 100% of the share capital of the subsidiary company – Thurrock Homes Ltd. Both Thurrock Regeneration Ltd and Thurrock Homes Ltd have been consolidated into the group financial statements.

Note 2 ACCOUNTING POLICIES

In preparing the Group Accounts the Council has:

- Aligned the accounting policies of the company with those of the Council and made consolidation adjustments where necessary;
- Consolidated the financial statements of the company with those of the Council on a line by line basis; and
- Eliminated in full balances, transactions, income and expenses between the Council and its subsidiary.

GROUP STATEMENTS

Notes to the Accounts

Note 3 EXPENDITURE AND INCOME ANALYSED BY NATURE

31 March 2018 Carrying amount		31 March 2019 Carrying amount
£000		£000
	Expenditure/Income	
	Expenditure	
101,505	Employee Expenses	115,847
139,381	Third Party Payments	112,261
47,394	Other operating expenses	72,071
52,038	Housing Benefits	44,547
24,753	Depreciation, Amortisation and Impairment	25,770
15,092	Gains/Losses on disposal Non-Current Asset	26,614
10,392	Interest Payments	15,633
5,602	Pen Int Cost & Expect ret on Pension Asset	4,419
0	Transfer Payments	0
2,679	NNDR Pooling Expenses	2,025
1,032	Payments to the Housing Capital Receipts Pool	1,032
668	Precepts and Levies	664
(2,169)	Support Costs	(2,262)
883	Taxation	0
399,248	Total Expenditure	418,623
	Income	
(10,547)	Investment Income	(27,775)
0	Support Services Recharges	0
0	Revaluations	0
(18,875)	Better Care Fund	(21,478)
(29,959)	Capital Grants and contributions	(34,833)
(36,448)	Income from business rates	(40,680)
(3,618)	Gains on disposals of assets and impairments	(4,815)
(8,145)	Third Pary Receipts	(2,496)
(804)	Taxation	0
(52,257)	Fees, Charges and Other Service Income	(51,359)
(51,255)	Dedicated Schools Grant	(49,630)
(53,265)	HRA rent and service charge income	(54,463)
(61,655)	Income from Council Tax	(65,709)
(86,716)	Revenue Grants and Contributions	(77,856)
(413,544)	Total Income	(431,093)
(14,296)	Surplus or Deficit on the Provision of Services	(12,470)

GROUP STATEMENTS

Notes to the Accounts

Note 4 FINANCING AND INVESTMENT INCOME AND EXPENDITURE

Financing and Investment Income and Expenditure in the Comprehensive Income and Expenditure statement comprise the following:

2017/18		2018/19
0		£000
10,067	Interest payable and similar charges	15,547
5,602	Net interest on the net defined benefit liability	4,417
(10,547)	Interest receivable and similar income	(27,775)
5,122	Total	(7,811)

Note 5 INVENTORIES

31 March		31 March
2018		2019
£000		£000
1,146	Materials	282
29,601	Residential Property	0
30,747	Total	282

Note 6 SHORT-TERM DEBTORS

The table below provides an analysis of the Short-Term Debtors figure (net of provision for impairment) in the Balance Sheet:

31 March		31 March
2018		2019
£000		£000
12,854	Trade receivables	19,354
4,511	Prepayments	5,548
6,703	Other receivable amounts	22,618
24,068	Total	47,520

GROUP STATEMENTS

Notes to the Accounts

Note 7 SHORT-TERM CREDITORS

The table below provides an analysis of the Short-Term Creditors figure in the Balance Sheet:

31 March		31 March
2018		2019
£000		£000
(23,528)	Trade payables	(25,933)
(16,795)	Other payables	(24,653)
(40,323)	Total	(50,586)

Note 8 USABLE RESERVES

The balances on the Usable Reserves in the Balance Sheet are detailed in the following table:

31 March		31 March
2018		2019
£000	Notes	£000
(6,566)	General Fund Balance	(5,908)
(2,175)	Housing Revenue Account Balance	(2,175)
(8,795)	Earmarked Reserves	(22,040)
(27,379)	Capital Receipts Reserve	(28,057)
(21,875)	Capital Grants Unapplied	(30,966)
(66,790)	Total Usable Reserves	(89,146)

GROUP STATEMENTS

Notes to the Accounts

Note 9 PROPERTY, PLANT AND EQUIPMENT

Movement in 2018/19	Council Dwellings £000	Other Land and Buildings £000	Vehicles, Plant & Equipment £000	Community Assets £000	Infrastructure Assets £000	Assets Under Construction £000	Surplus Assets £000	Total PP&E £000
Cost or Valuation								
At 1 April 2018	728,213	141,615	31,852	19,300	130,749	1,928	59,985	1,113,642
Adjustment - Note 1	0	0	0	0	0	0	0	0
Additions / Donations	13,564	31,776	6,845	137	25,936	11,646	0	89,904
Additions - Other	0	0	0	0	0	0	0	0
Derecognition - Disposals	0	(750)	(3,772)	0	0	0	0	(4,522)
Derecognition - Other	(10,378)	(7,293)	0	0	0	0	(132)	(17,803)
Revaluations Recognised in Revaluation Reserve	4,309	2,692	0	0	0	0	(635)	6,366
Revaluations Recognised in Surplus/Deficit on Provision of Services	(1,231)	(2,482)	0	0	0	0	58	(3,655)
								0
Assets reclassified (to)/from Held for Sale	(4,267)	(1,103)	0	0	0	0	0	(5,370)
Assets reclassified (to)/from Investment Property	0	0	0	0	0	0	0	0
Assets reclassified (to)/from Stock	0	0	0	0	0	0	0	0
Other movements in Cost or Valuation	0	0	0	0	0	0	0	0
At 31 March 2019	730,210	164,455	34,925	19,437	156,685	13,574	59,276	1,178,562

Note 1 – The adjustment relates to the reclassification of capital expenditure to revenue expenditure funded from capital under statute.

GROUP STATEMENTS

Notes to the Accounts

Movement in 2018-19	Council Dwellings £000	Other Land and Buildings £000	Vehicles, Plant & Equipment £000	Community Assets £000	Infrastructure Assets £000	Assets Under Construction £000	Surplus Assets £000	Total PP&E £000
Accumulated Depreciation and Impairment								
At 1 April 2018	(9,104)	(9,083)	(17,195)	(7,498)	(29,036)	0	(126)	(72,042)
Depreciation charge	(9,073)	(2,989)	(2,672)	(710)	(3,504)	0	(68)	(19,016)
Depreciation written back to the Revaluation Reserve	17,249	729	0	0	0	0	4	17,982
Depreciation written back to Surplus/Deficit on Provision of Services	925	1,060	0	0	0	0	5	1,990
Derecognition - Disposals	0	0	3,729	0	0	0	0	3,729
Derecognition - Other	0	799	0	0	0	0	8	807
Other movements in Depreciation and Impairment	0	0	0	0	0	0	0	0
At 31 March 2019	(3)	(9,484)	(16,138)	(8,208)	(32,540)	0	(177)	(66,550)
NBV At 31 March 2018	719,109	132,532	14,657	11,802	101,713	1,928	59,859	1,041,600
NBV At 31 March 2019	730,207	154,971	18,787	11,229	124,145	13,574	59,099	1,112,012

GROUP STATEMENTS

Notes to the Accounts

Comparative 2017/18	Council Dwellings £000	Other Land and Buildings £000	Vehicles, Plant & Equipment £000	Community Assets £000	Infrastructure Assets £000	Assets Under Construction £000	Surplus Assets £000	Total PP&E £000
Cost or Valuation								
At 1 April 2017	604,450	153,951	26,673	18,866	107,037	26,360	60,718	998,055
Adjustment - Note 1	0	338	0	0	0	(4,537)	0	(4,199)
Additions / Donations	11,988	4,487	5,891	434	23,712	4,048	0	50,560
Additions - Other	0	0	0	0	0	1,476	0	1,476
Derecognition - Disposals	0	(35)	(712)	0	0	0	(1,795)	(2,542)
Derecognition - Other	(11,990)	(18,250)	0	0	0	0	0	(30,240)
Revaluations Recognised in Revaluation Reserve	107,100	1,533	0	0	0	0	1,062	109,695
Revaluations Recognised in Surplus/Deficit on Provision of Services	25,166	(71)	0	0	0	0	0	25,095
Assets reclassified (to)/from Held for Sale	(8,501)	0	0	0	0	0	0	0
Assets reclassified (to)/from Investment Property	0	0	0	0	0	0	0	0
Assets reclassified (to)/from Stock	0	(338)	0	0	0	(25,419)	0	(25,757)
Other movements in Cost or Valuation	0	0	0	0	0	0	0	0
At 31 March 2018	728,213	141,615	31,852	19,300	130,749	1,928	59,985	1,113,642

GROUP STATEMENTS

Notes to the Accounts

Comparative 2017-18	Council Dwellings £000	Other Land and Buildings £000	Vehicles, Plant & Equipment £000	Community Assets £000	Infrastructure Assets £000	Assets Under Construction £000	Surplus Assets £000	Total PP&E £000
Accumulated Depreciation and Impairment								
At 1 April 2017	0	(7,350)	(15,318)	(6,824)	(26,116)	0	(153)	(55,761)
Depreciation charge	(9,149)	(2,716)	(2,472)	(674)	(2,920)	0	(72)	(18,003)
Depreciation written back to the Revaluation Reserve	42	512	0	0	0	0	99	653
Depreciation written back to Surplus/Deficit on Provision of Services	3	104	0	0	0	0	0	107
Derecognition - Disposals	0	1	595	0	0	0	0	596
Derecognition - Other	0	366	0	0	0	0	0	366
Other movements in Depreciation and Impairment	0	0	0	0	0	0	0	0
At 31 March 2018	(9,104)	(9,083)	(17,195)	(7,498)	(29,036)	0	(126)	(72,042)
NBV At 31 March 2017	604,450	146,601	11,355	12,042	80,921	26,360	60,565	942,294
NBV At 31 March 2018	719,109	132,532	14,657	11,802	101,713	1,928	59,859	1,041,600

GLOSSARY OF TERMS

Accruals

This is the concept that income and expenditure are recognised as they are earned or incurred, not when cash is received or paid and is reflected in the accounts by the inclusion of debtors and creditors.

Actuarial Gains and Losses

These arise in defined benefit pension schemes when there are changes in actuarial deficits or surpluses. They occur because:

- Events have not coincided with the actuarial assumptions made for the last valuation (experience gains and losses); or
- The actuarial assumptions have changed.

Assets Held for Sale

These are classified as current assets in the Balance Sheet on the basis that they are currently being actively marketed with every expectation that they will be disposed of within 12 months.

Balances

Balances are maintained to meet expenditure pending the receipt of income and to provide a cushion against expenditure being higher or income lower than expected or budgeted for. Contributions to balances can be financed by either a planned contribution from the revenue budget or by a transfer of any fortuitous revenue surplus at the year end. The maintenance of an appropriate level of balances is a fundamental aim of prudent financial management.

Capital Adjustment Account (CAA)

This is a reserve set up in 2007 in accordance the then new accounting standards. The opening balance comprised the sum of the balances on the Capital Finance Account (CFA) and on the Fixed Asset Restatement Account (FARA). It is a store of the capital resources that have been deployed to finance past capital expenditure. It is classified as an Unusable Reserve.

Capital Receipts

These are the proceeds of the sale of fixed assets and repayments of capital grants and some loans. Many housing capital receipts are subject to a national pooling arrangement.

Chartered Institute of Public Finance and Accountancy (CIPFA)

This is the UK accounting Institute that produces the standards and Codes of Practice that must be followed in preparing a local authority's financial accounts and statements.

Contingent Assets and Liabilities

- A contingent asset is a possible receipt of economic benefit that may arise in the future if certain events take place;
- A contingent liability is a loss, charge or obligation that may arise in the future if certain events take place; and
- In both cases, these events may not be wholly within the control of the Council. Contingent assets and liabilities are not recognised in the accounts but must be disclosed in a note.

Corporate and Democratic Core

The corporate and democratic core comprises all activities in which local authorities engage specifically because they are elected democratic multi-purpose authorities. It has two elements – corporate management and democratic representation and management. The activities within the corporate and democratic core are in addition to those which would be carried out by a series of independent, single purpose bodies managing the same services.

GLOSSARY OF TERMS

Corporate Governance

Corporate Governance is the system by which local authorities direct and control their functions. It is described and reviewed in the Annual Governance Statement.

Current Service Cost (Pensions)

This is the cost at present value of a defined benefit scheme's liabilities expected to arise from employees' service in the current period.

Curtailment Costs (Pensions)

For a defined benefit scheme, these arise from an event that reduces the expected years of future service of present employees or reduces for a number of employees the accrual of defined benefits for some or all of their future service. Curtailments include:

- Termination of employees' services earlier than expected, for example, by a restructure of operations, and
- Termination of, or amendment to, the terms of a defined benefit scheme so that some or all future service of current employees will no longer qualify for benefits or will qualify only for reduced benefits.

Defined Benefit Scheme (Pensions)

This comprises a pension or retirement benefit scheme other than a defined contribution scheme. Usually, the scheme rules define the benefits available independently of the contributions payable. Further, the benefits are not related to the yield of the investments of the scheme. The scheme may be funded, notionally funded, or unfunded.

Depreciation

This is the annual charge to a local authority's Comprehensive Income and Expenditure Statement to reflect the reduction in the useful economic life of fixed assets after each year's use.

Discretionary Benefits

These are retirement benefits which an employer has no legal or contractual obligation to award, such as unfunded compensatory added years. They are awarded under discretionary powers, such as the Local Government (Discretionary Payments) Regulations 1996.

Fair Value

The fair value is the value of an asset or liability in an arm's length transaction between unrelated, willing and knowledgeable parties. Whenever possible this is taken as market value but, where there is no market, depreciated replacement cost can be used.

Finance Lease

A finance lease is a lease that transfers substantially all of the risks and rewards of ownership of a fixed asset to a lessee.

Financial Instrument

A financial instrument is any contract that gives rise to a financial asset in one entity and a financial liability in another. In practice, this covers both financial assets and financial liabilities and includes bank deposits, investments, debtors, loans, creditors and borrowings.

General Fund

This is the main non capital fund of a local authority from which all expenditure is met and into which all income is paid, with the exception of those items that by statute must be kept separate, such as the Collection Fund and the Housing Revenue Account.

Government Grants

These comprise financial assistance by government in the form of cash transfers to an authority and are the main sources of local government funding; some are general, whilst others are specific and require compliance with certain conditions.

GLOSSARY OF TERMS

Housing Revenue Account (HRA)

This is a statutory account that shows all income and expenditure relating to the provision, management and maintenance of a local authority's housing stock.

Impairment

This is the loss in value of a fixed asset arising from physical damage and/or deterioration in the quality of service provided by the asset or from a general fall in prices. Impairments also occur where further capital is invested in an asset which does not produce a fully matching increase in the fair value of an asset.

Infrastructure Assets

These are non-current assets that have no realistic expectation of being sold and are held to deliver mostly transport services, such as roads, traffic management and road safety assets and drainage works. They are recorded at historic cost and are not re-valued.

Intangible Assets

Intangible assets are defined in as 'non-financial fixed assets that do not have physical substance but are identifiable and are controlled by the entity through custody and legal rights'. The only example relevant to local authorities is computer software.

Interest Cost (Pensions)

For a defined benefit scheme, this is the expected increase during the year in the present value of the scheme liabilities because the benefits are one year closer to settlement date.

International Financial Reporting Standards (IFRS)

These are international accounting standards, applicable throughout the European Union and many other countries (but not the United States, which have replaced UK GAAP from 1 April 2010 as the standards with which local authority accounts must comply.

Investments (Pensions)

This comprises the share of pension scheme assets in Essex County Pension Fund attributable to the Council and associated with its underlying obligations, as calculated by the Actuary to the Fund.

Investments (Non - Pension)

A long-term investment is one that is held for in excess of 12 months for its yield and/or capital appreciation. Most local authority investments, however, are short term and are held for cash management purposes.

Levies

These are amounts raised by statutory bodies from their constituent local authorities to enable them to carry out their functions.

Minimum Revenue Provision (MRP)

This is the minimum amount which must be charged to a local authority's revenue account each year as a provision for the repayment of debt.

Net Worth

The net worth of a local authority comprises the total of its usable reserves (such as fund balances and earmarked reserves), and its unusable reserves (such as the capital adjustment account, revaluation reserve and pensions reserve).

Non-Current Assets

These comprise Property, Plant and Equipment, Intangible Assets, Investment Property, Surplus Assets not Held for Sale, and Assets Held for Sale all of which yield economic benefits to a local authority and the services it provides for a period of more than one year.

GLOSSARY OF TERMS

Non-Distributed Costs

These are overheads from which no service benefits and that should not be allocated over services. They include curtailments, past service costs, and the running costs of unused assets.

Non-Domestic Rate (NNDR)

This is a national tax on non-domestic properties based on the rateable value of the premises occupied. NNDR is collected by a billing authority and paid into a national pool. The Government then redistributes the yield to all local authorities pro rata to their population.

Past Service Costs (Pensions)

For a defined benefit scheme, this is the increase in the present value of 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.

Post Balance Sheet Events

These are events which arise after the end of an accounting period. They comprise:

- Adjusting events which provide further evidence of conditions that existed by the end of the accounting period and that require adjustments to the accounts; and
- Non adjusting events which are indicative of conditions that arose subsequent to the end of the accounting period, and are reported by way of a note to the accounts.

Precept

This is an amount required by another statutory body (such as a police authority) and collected on its behalf by a billing authority as part of its overall Council tax demand.

Property, Plant and Equipment

These are assets which yield economic benefits to a local authority and the services it provides for a period of more than one year. They are assets which are held and occupied, used or consumed by the local authority in the delivery of those services for which it has either a statutory or discretionary responsibility.

Provisions

These are amounts set aside for any liabilities or losses which are likely to be incurred, but which are uncertain as to the amounts or the dates on which they will arise.

Reserves

These are amounts set aside for specific purposes. A local authority has discretion in setting aside amounts for reserves whereas the setting aside of amounts for provisions is an accounting requirement.

Revaluation Reserve

This reserve was introduced in 2007 for all local authorities and started off with a nil balance at 1 April 2007. Revaluation gains and losses are calculated on an asset by asset basis and subsequent losses can be offset against accumulated revaluation gains after which they must be charged to the Comprehensive Income and Expenditure Statement. It is classified as an Unusable Reserve

Scheme Liabilities (Pensions)

These are the liabilities of a defined benefit scheme for outgoings due after the valuation date. Scheme liabilities are measured using the projected unit method to reflect the benefits that an employer is committed to provide for employees up to the valuation date.

GLOSSARY OF TERMS

Settlement Costs (Pensions)

These comprise irrevocable actions that relieve an employer (or the defined benefit scheme) of the primary responsibility for a pension obligation and eliminate significant risks relating to the obligation and the assets used to effect the settlement. Settlements include:

- Lump-sum cash payments to scheme members in exchange for their rights to receive specified pension benefits;
- The purchase of irrevocable annuity contracts sufficient to cover vested benefits; and
- The transfer of scheme assets and liabilities relating to a group of employees leaving the scheme.

Support Services

These are services, such as finance and legal, that are not statutory local authority services but which give support to authorities' statutory (and discretionary) services.

Supported Capital Expenditure

This is the term for central government support for local authority capital expenditure financed from borrowing with effect from 1 April 2004. Under this "Prudential system" local authorities receive funding through the revenue support grant to meet the costs of specified borrowing.

Unsupported Borrowing

This is borrowing permitted to authorities under the "Prudential Code" framework but which does not receive revenue support through the grant system.

Useful Life

This is the period over which a local authority derives benefit from the use of a Non-current asset.

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18 July 2019		ITEM: 10
Standards & Audit Committee		
Counter Fraud & Investigation Annual Report & Strategy		
Wards and communities affected: All	Key Decision: N/A	
Report of: David Kleinberg, Assistant Director for Fraud & Investigation		
Accountable Assistant Director: David Kleinberg, Assistant Director for Fraud & Investigation		
Accountable Director: Sean Clark, Director of Finance and IT		
This report is Public		
Date of notice given of exempt or confidential report: N/A		

Executive Summary

The Counter Fraud & Investigation team is responsible for the prevention, detection and deterrence of all instances of alleged fraud and economic crime affecting the authority including: allegations of fraud, theft, corruption, bribery and money laundering.

Over the last year the team has detected £3.4m of fraud, recovering £941,155. This demonstrates that for every £1 spent on the service it detects £2 in fraud.

This report outlines the performance of CFID over the last year as well as the council's strategy to tackle fraud in 2019/20.

1. Recommendations

- 1.1 The Standards and Audit Committee notes the performance of the Counter Fraud & Investigation team over the last year.**
- 1.2 The Standards and Audit Committee agrees the Counter Fraud & Investigation strategy and work programme for 2019/20.**

2. Introduction & Background

- 2.1 Thurrock Council changed its approach to tackling fraud and economic crime in 2014, receiving support from the government to restructure its service, implementing specialist disciplines including Digital Forensics, Cyber Crime Unit, advanced Intelligence Analytics and a proactive operational capability.

- 2.2 The function has not only helped Thurrock detect £11m in those 5-years but also supported another 44 public authorities deal with the most serious and organised crime. In 2018 the team was recognised by the Ministry of Housing Communities and Local Government for its success in the national 'Counter Fraud Fund Programme' with its work detecting £26.2m of the entire £100m detected by the other 58 local authorities in England & Wales.
- 2.3 Due to the success of the service in tackling serious and organised crime affecting local government across the country it received government support to launch the 'National Investigation Service.' Known as 'NATIS' this ring-fenced part of the council works hand-in-hand with the police regional organised crime units to tackle serious & organised economic crime including cyber crime. Appendix 1 outlines the background to the service

3. Performance

- 3.1 CFID has made good progress in delivering the 2018/19 counter fraud work plan over the last year:
- 142 reports of suspected fraud have been received
 - 42 of those cases have been closed as 'no fraud'
 - 100 sanctions have been delivered in cases of proven fraud.
- 3.2 **Appendix 1** the CFID annual report details the background to the above figures as well as its programme of other work delivered over the last year.

4. Work Plan for 2018/19

- 4.1 CFID has a programme of proactive work conducted to ensure the council's posture against fraud is robust and effective. **Appendix 2** sets out the progress made in delivering the proactive work programme this year.
- 4.2 The work programme is a working document and if during the year changes or additions to the plan are proposed between the CFID and the Section 151 Officer, these will be brought back to the Committee.

5. National Counter Fraud

- 5.1 CFID are working with a number of national bodies to champion and raise the profile of fraud, sharing knowledge and working best practice between partner agencies. The acknowledgment of fraud by the public sector remains a common challenge with continual work being done to publicise successful outcomes. CFID continues to support other local councils and government bodies providing specialist capabilities, particularly in the emerging cyber crime and digital space.
- 5.2 CFID is an Executive Board member of NAFN.gov Data & Intelligence. NAFN is a national body funded in-part by the Home Office that develops and shares

intelligence across local councils and central government. CFID developed a national paper to enhance the work of NAFN to increase its leadership role for the sector. CFID's strategy sought to increase the recognition and professionalisation by councils in the areas of Digital Forensics, Cyber-Crime, Criminal Finances and Fraud Awareness.

5.3 CFID continues to provide support to HM Government Cabinet Office in the development of the national Counter Fraud Profession for all law enforcement agencies. This programme of developing the 'profession' is in recognition that:

- fraud is the most prevalent crime in the UK
- fraud in the public sector is under-reported
- the historical approach to deal with fraud through disciplinary activity alone is no longer acceptable
- the capabilities in cyber and digital have not developed quick enough
- the public sector needs to share its practice and intelligence to protect the public purse.

6. Reasons for Recommendation

6.1 This report provides a detailed update to the Committee on the improved counter-fraud measures for the Council and how it is reducing fraud under the council's anti-fraud strategy.

7. Consultation (including Overview and Scrutiny, if applicable)

7.1 All Directors and Heads of Service were consulted with the new strategy to be taken by the Council in its anti-fraud approach.

8. Impact on corporate policies, priorities, performance and community impact

8.1 Work undertaken by to reduce fraud and enhance the Council's anti-fraud and corruption culture contributes to the delivery of all its aims and priorities supporting corporate governance.

9. Implications

9.1 Financial

Implications verified by: **Jonathan Wilson**
Assistant Director, Finance

The figures of detected fraud and potential fraud risk are set out in Appendix 1.

9.2 Legal

Implications verified by: **David Lawson**
Assistant Director of Law and Governance

The Accounts and Audit (England) Regulations 2015 section 4 (2) require that:
The relevant body shall be responsible for ensuring that the financial management of the body is adequate and effective and that the body has a sound system of internal control which facilitates the effective exercise of that body's functions and which includes the arrangements for the management of risk.

This proactive and investigative work undertaken by the Directorate as well as the regular monitoring of compliance with the requirements of Fighting Fraud Locally discharges this duty.

9.3 Diversity and Equality

Implications verified by: **Rebecca Price**
Community Development Officer

Whilst there are no specific equality and diversity implications arising from this update report, it is noted that CFID's work in 2017/18 has led to the investigation of over 200 cases of online child abuse, resulting in the successful safeguarding of 45 children.

9.4 Other implications (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

None.

10. Background papers used in preparing the report (including their location on the Council's website or identification whether any are exempt or protected by copyright):

None.

11. Appendices to the report

Appendix 1 – CFID Annual Report 2018/19
Appendix 2 – CFID Annual Strategy & Work Programme for 2019/20

Report Author:

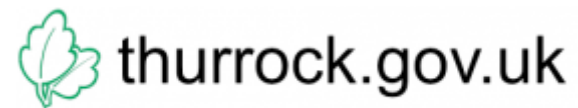
Michael Dineen
Senior Manager, Counter Fraud & Investigation

Counter Fraud & Investigation



See it. Report it. Stop it.

Annual Report 2018/19



Foreword

“The estimated annual loss to local government from fraud has increased considerably from £2.1bn in 2016 to £8bn a year in 2019.

In context of local government finance, the LGA reported on the 2018/19 finance settlement a £5.8bn funding gap by 2020.

Our priority has always been to work across the council preventing fraud, disrupt those who seek to take public money, to ensure our services are protected.”

David Kleinberg,
Assistant Director for Counter Fraud & Investigation

This is the 5th year that the enhanced counter fraud and investigation service has been running at Thurrock. During that period the service has detected £30m of fraud for Thurrock and other councils, repatriated 162 social housing properties to those in need as well as the safeguarded 87 adults and children from harm.

The service has been recognised by government and other public bodies alike as a centre of excellence in reducing harm and detecting fraud in public finance. The government’s ‘Counter Fraud Fund Programme’ invested in our service to strengthen our capability and also to help others. Over 40 public bodies have been supported by us in their own crime fighting initiatives all over the UK.

In the last year a new specialised element of the department was created with the support of government. Known as ‘NATIS’ – the National Investigation Service, it is a ring-fenced function removed from the ‘usual’ counter fraud activity of the department to support others. As a partnered function with the police regional organised crime and counter terror network it supports local authorities suffering from the most serious criminality.

Having these specialist functions hosted in Thurrock mean that the knowledge, skills and capabilities to protect our council, residents, visitors and businesses are prepared for the modern threats we face.

The function has detected more fraud than ever before, leading to large high value and complex crime being detected. The service has been working hard to harness the data gathered over the last 5 years to prevent more fraud and protect our frontline services better. This year we are increasing the collaboration with our Internal Audit Services to enhance controls and fraud-proof our systems.

Performance and Partnerships

Our key role is to protect Thurrock, Southend and Castle Point Councils from fraud and economic crime. We also have a national capability providing expertise to other public bodies to reduce economic crime.

This work is provided by our capabilities not present in other public authorities, including:

- Criminal Intelligence Bureau – Strategic Assessment Programmes, helping organisations understand the threats they face and implementing plans to deal with them
- Digital Forensics – providing access to electronic evidence in investigations to international standards (ISO17025)
- Criminal Finances – providing officers, accredited by the National Crime Agency to investigate, restrain and confiscate criminal proceeds, putting them back in to public finance
- Cyber Resilience – providing advanced technology and expertise to protect public bodies from cyber crime



£30m
Detected



£4.6m
Recovered



42
Public
Bodies
Supported



109
Insider Threats
Apprehended



42
Adult &
Children
Safeguarding
Cases



6
Organised Crime
Groups (OCGs)
Disrupted



98
Convictions



8
Police
Forces
Supported

Governance & Accountability

A Shared Services Board was formed in May 2017 with senior executives from Thurrock Council, Southend-on-Sea Borough Council, South Essex Homes and Castle Point Borough Council, which continues to meet on a quarterly basis.

The board considers the work of CFI team across the partners as well as opportunities to develop more collaboration ensuring good quality, professional services are provided that meet each individual organisation's needs.

The provision of a national capability brings with it national responsibilities and oversight. Recognising our role and responsibilities, we sought assistance from national bodies to implement an appropriate inspection regime to provide assurance over our work.

The governance structure overseeing the directorate's work is now formed of several independent bodies:

Local & Central Government – Standards & Audit Committees

- Monitoring of Performance against each annual strategy for the bodies to provide assurance of crime risk and organisational governance

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services

- Annual inspection to monitor use of police data by the Directorate and its use in investigative work

Investigatory Powers Commissioner's Office

- Inspections to monitor the use of investigative tactics regulated by the Regulation of Investigatory Powers Act 2000, Investigatory Powers Act 2016 and Human Rights Act 1998

Home Office - National Police Information Risk Management Team

- Inspections to monitor the security of data used in the department

Governance & Accountability

College of Policing

- Delivery of Accredited programmes for all the officers in the directorate, including Professionalising Investigation Practice (PIP) & Intelligence Professionalisation Programme (IPP) accreditations

United Kingdom Accreditation Service

- Inspections to monitor our forensics activity for criminal casework

UK Forensic Science Regulator

- The Regulator ensures that the provision of forensic science services by CFID across the criminal justice system is compliant to an appropriate regime of scientific quality standards.

National Crime Agency – Proceeds of Crime Regulator

- CFID uses a number of powers afforded by Parts 2, 5 and 8 of the Proceeds of Crime Act 2002. The National Crime Agency is the regulator of these powers. An inspection in to CFID's use of the powers will take place in July 2018.

UK Accreditation Service

- CFI has its own forensic laboratory to deal with digital media, recovering material from electronic devices for use in in criminal or civil outcomes. All laboratories conducting this work in the UK must now be accredited to ISO17025 (International Standards). CFID has worked towards this accreditation for 2 years. This year the final inspection will take place to accredit CFID's laboratory to ISO17025 standards.

Finances

The Counter Fraud & Investigation team is hosted at Thurrock Council with staff seconded to the function from Southend-on-Sea Borough Council and other agencies. Other partners can join the service with a financial contribution or with the secondment of its staff into the team.

In some cases where CFID is providing a partner's on-site counter fraud resource CFID will have an 'on-site' budget to maintain the counter fraud & investigation operations for that partner.

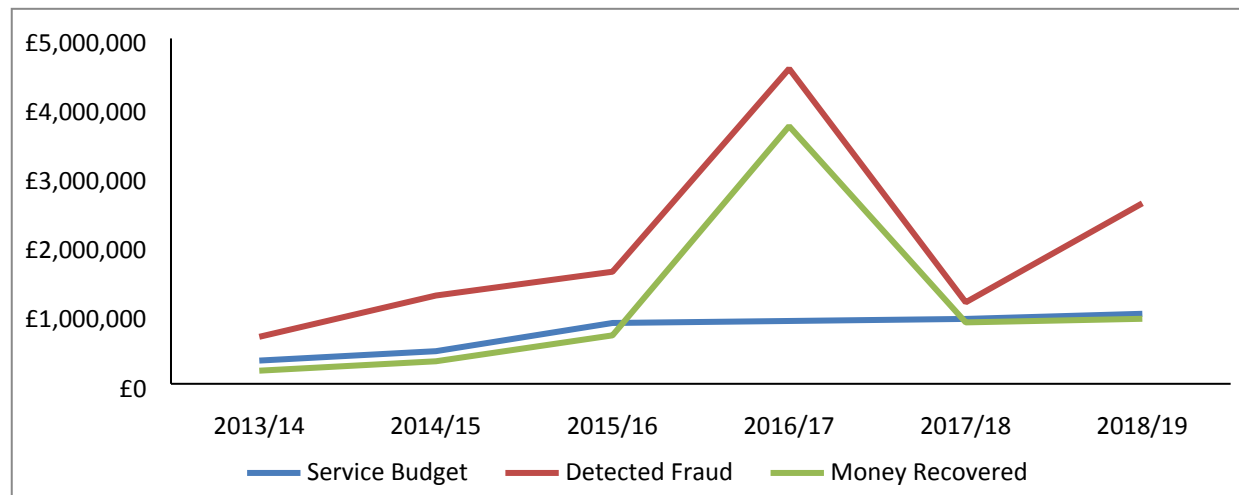
Overall CF&I Budget 2018/19

	Contribution	Contributor
	£945,876	Thurrock Council
	£704,459	Southend Council
	£106,187	Other Partners
Total Budget	£1,756,522	

Finances

Return on Investment (2014-2019) Thurrock Council

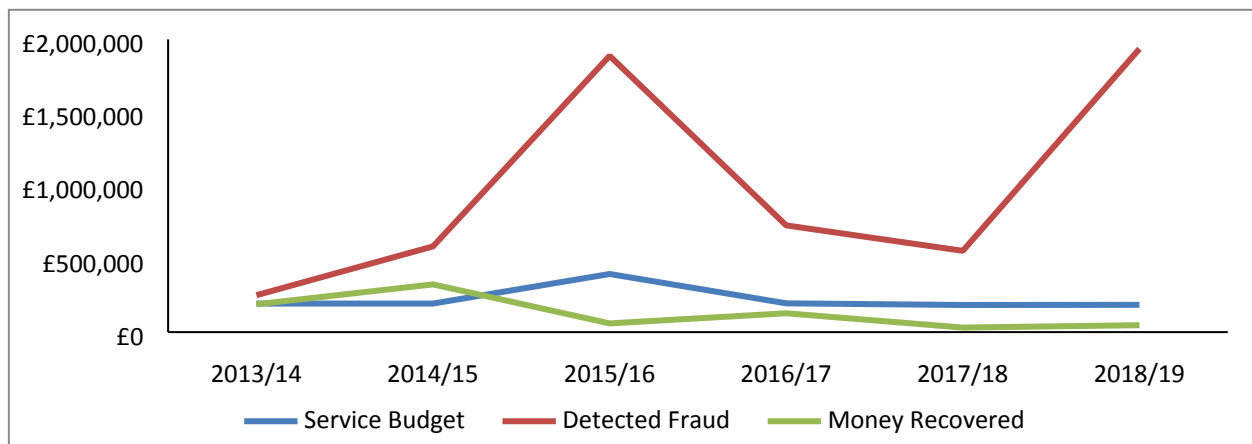
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Detected Fraud	£680,478	£1,278,010	£1,622,604	£4,562,032	£1,179,987	£3,426,474
Service Budget	£336,302	£472,327	£880,637	£909,556	£939,313	£945,876
Money Recovered	(£190,000)	(£326,075)	(£701,418)	(£3,729,705)	(£889,097)	(£941,155)



Finances

Return on Investment (2014-2019) Southend-on-Sea Borough Council

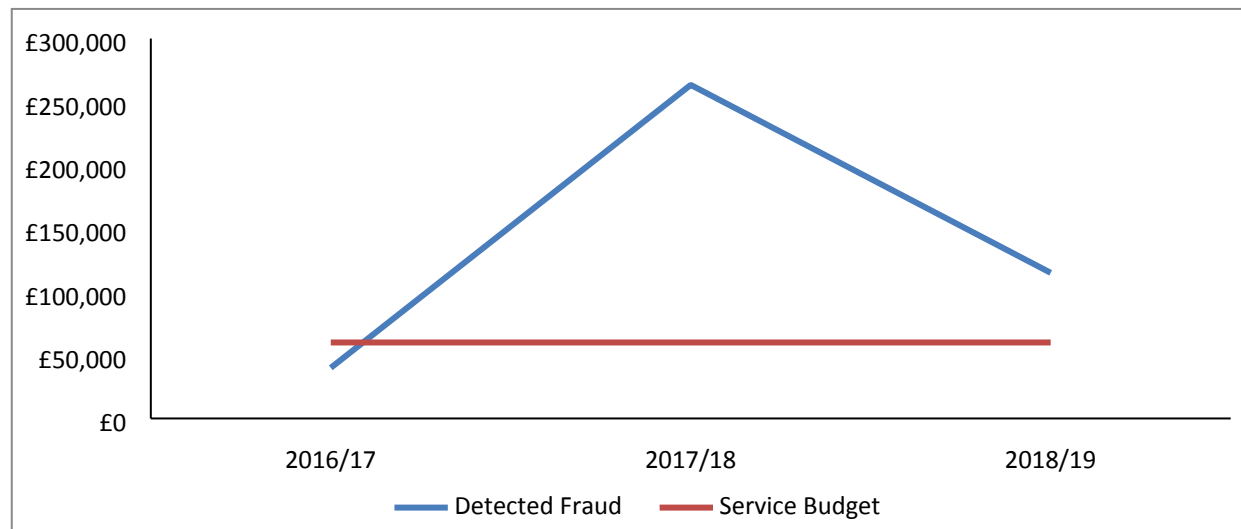
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Detected Fraud	£252,054	£585,696	£1,887,589	£729,145	£555,418	£1,935,940
Service Budget	£195,075	£195,075	£397,075	£196,610	£185,301	£704,459
Money Recovered	(£190,000)	(£326,075)	(£59,478)	(£128,725)	(£30,916)	(£354,300)



Finances

Return on Investment (2016-2019) Castle Point Borough Council

	2016/17	2017/18	2018/19
Detected Fraud	£40,000	£263,400	£253,800
Service Budget	£60,000	£60,000	£60,000



Strategic Assessment

The Counter Fraud & Investigation team's primary focus is the protection of the council and its partners around the UK from economic crime.

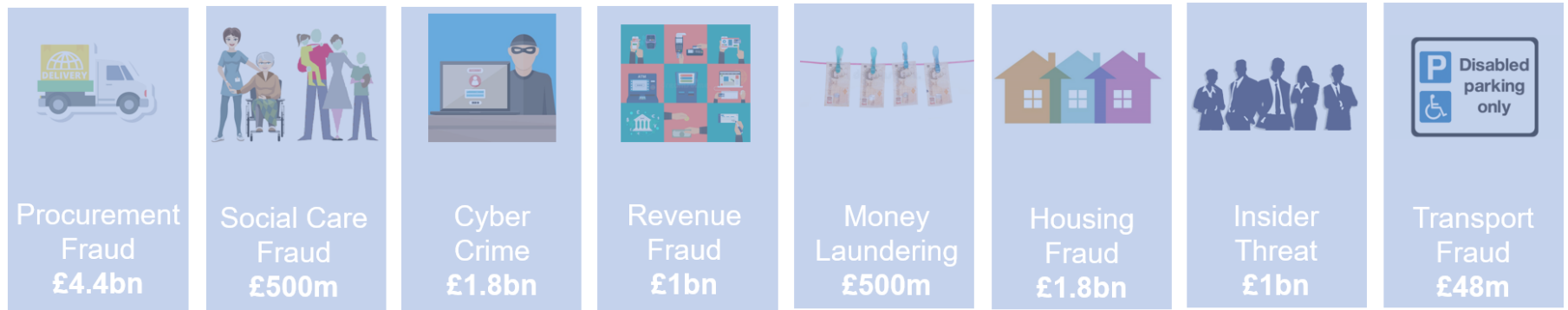
Local authorities were provided with a framework in 2016 for countering fraud known as the Fighting Fraud and Corruption Locally strategy. That strategy provided a limited assessment of the threats impacting on local government, without a national understanding of the problem or how to deal with the threat holistically.

The loss figures used in that strategy were also from 2013 as the data in the sector is poor. The most notable gaps in that strategy were the understanding of fraud in Social Care, Cyber Crime or Money Laundering. All of these areas have seen an increase to team's casework detecting offences for Thurrock and other councils around the UK.

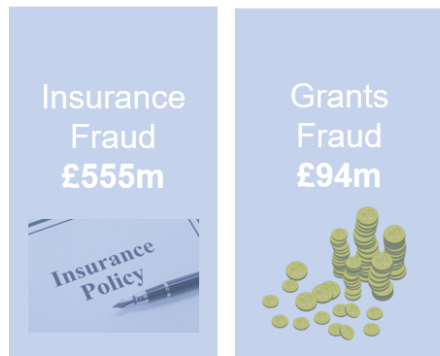
CFID's commissioned its own assessments supported by the Cabinet Office which were concluded in April 2018. This assessment provided a better understanding of the full threat picture and its impact on local government.

CFID developed a new Fraud Loss Matrix¹ which provides partners a better understanding of the threats and what they should be doing about it.

Strategic Assessment



Economic Crime in Local Government



The **Threats** **£11.6bn**
Could cost local government *annually*

This was supported by publications from Crowe Clark Whitehill <https://www.croweclarkwhitehill.co.uk/wp-content/uploads/sites/2/2017/11/Annual-fraud-indicator-2017.pdf>

Operational Activity

Social Housing Fraud

Last year 40 social housing properties were recovered by the team in 2018/19. Recovering properties lost due to fraud and preventing further housing stock being lost ensures the use of temporary accommodation for those in need is reduced. Had these properties not been recovered then the potential loss to the public purse would have exceeded £1million.



40
Social Housing
Properties Recovered

Case Example

A married couple were granted a three bed social housing property in 1998 which they then applied to buy, being offered a £104,900 discount under the Right to Buy Scheme. However following investigation by CFID it was found the couple were sub-letting this property.

They tenants employed letting agents, turned the property into a House of Multiple Occupancy and were receiving between £1600 - £1800 rental income a month from students who believed they had found a legitimate property to rent. Meanwhile both were not paying the required £140 rent per week and were living in a privately rented five bed house. Following an execution of a Magistrates warrant and interviews of the suspects, an unlawful profit order was made for £6990 at a County Court and the property was recovered. The couple were sentenced at Crown Court, with the judge handing out an eight month immediate custodial sentence.

Operational Activity

Insider Threats

The sad reality for any large organisation is the small minority of individuals who seek to take advantage of the trust their employer places in them. It is of some comfort that these cases are extremely rare but where fraud or corruption does occur, CFID has the expertise and experience to resolve any allegations swiftly and professionally reducing the potential impact on frontline service delivery. CFID works closely with business areas in each partner agency as well as its Executive and Human Resources teams in a collaborative approach.

His Honour Judge Owen-Jones said:

'It's extremely sad and disheartening to see someone with your background in court charged with these crimes. It's the hard working residents of Southend who suffer – they are the council taxpayers.'

Operational Act

Case Example

A report from a local authority's Finance Team identified an insider, employed as a Private Sector Housing Manager, who was undertaking suspicious activity. Between 2016 and 2017 the staff member defrauded the authority of £307,401 through an abuse of their position. They did this through the creation of false suppliers to the council, forged quotes, invoices and letters of application to steal the council's finances.

They were able to prolong their activities by relying on the good will and trust of their colleagues and the negligence of their manager. Suspicions were raised when an Accounts Payable officer identified two suppliers with the same bank details. When challenged, the staff member became evasive and approached a Procurement Officer to delete material they had submitted.

This was referred to CFID through Internal Audit and the staff member was suspended from duty and interviewed under caution. During this interview they lied and attempted to present themselves as a victim of fraud. The investigation was lengthy and complex and involved three arrests, the execution of two search warrants, joint working with police, digital forensic analysis of computers and phones, the examination of thousands of documents, the analysis of over 50 forged documents, over 100 witness statements and over 500 items of evidence. Due to the excellent work of the investigating team the former-staff member entered guilty pleas to four counts of fraud by abuse of position and was sentenced to 18 months' immediate imprisonment.

Social Care Fraud

Social care fraud occurs where a person fraudulently presents their needs or financial status or does not use their awarded funding correctly. Fraud in this area also takes place where a third party financially abuses an adult or child receiving social care support.

In one case a non-EU national was receiving care from Social Care but was not entitled to any public funds. This was referred to CFID as it was thought that this person was also working 'cash in hand'. It was identified that the person was in fact working more a multi-national company and had in fact used false documents and a 'friends' bank account to launder the illegally gained salary. A search took place at the suspects address and evidence of the offending was identified. This also highlighted a second suspect who was also arrested and interviewed. This has resulted in the matter being passed to prosecutors to ensure the perpetrators face justice.



Transport Fraud

In one case someone was found to be using their dead fathers blue badge when not entitled to. They were interviewed by CFID officers and they explained that they had used the badge as they were late for prayers and could not find anywhere else to park. This type of crime, although to some may seem minor, is a very emotive offence and residents within the local authority area regard this crime type as one of the most important issues to combat.

The suspect in this case had to pay over £250 and now has a criminal record.

Operational Activity

Joint Working

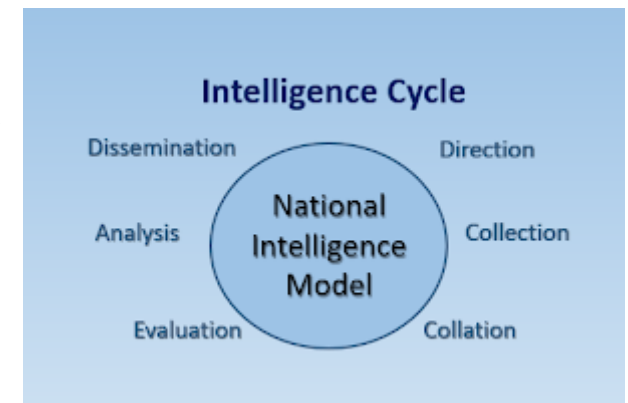
CFID works closely with policing partners and other law enforcement bodies to protect the public purse. Intelligence is lawfully shared under statute, including the new Data Protection Act 2018 where crime is suspected.

CFID's Criminal Intelligence Unit works closely with law enforcement to develop intelligence that will assist in protection of the public. Over the last year **32 Alerts** and guidance notes were disseminated by CFID across all our local authority and public partner service areas.

The Criminal Intelligence Unit has also disseminated **295 Intelligence Reports** to other agencies to assist with their criminal investigations.

CFID's specialist expertise has been used by other local authority services to protect the public including tactical support to other enforcement teams in Planning, Trading Standards and Housing to Human Resources, Procurement and ICT.

In one case CFID received information from an anonymous source alleging that a Thurrock woman employed as a nurse in the NHS was working under a false identity. This information was reviewed and assessed by CFID intelligence. It was treated as urgent and sent to NHS Counter Fraud where it was allocated to an investigator as a priority. NHS Counter Fraud worked with CFID to develop areas of intelligence that the NHS Counter Fraud team were unable to develop due to the unprecedented access CFID has to intelligence tools.



Results

The Counter Fraud & Investigation team present all of its cases to Legal Services across the different partners or in some cases the Crown Prosecution Service where serious criminality is identified. A framework of different sanctions, redress and punishment outcomes are then considered by a Lawyer independently of the CF&I team.

This process includes the use of the Code for Crown Prosecutors in consideration of any criminal litigation.

In 2018/19 the number of fraud cases identified by the team increased, as did the number of sanctions delivered.

The overall fraud detected figure for **2018/19** is **£5,497,805**

This figure has increased from the **2017/18** figure of **£3,138,836**.

The following tables detail the investigations, sanctions and compliance activities completed by the team across partner for 2018/19. The tables has been developed to show details of all sanction types as opposed to previous reports which only showed prosecutions, value and 'other'. This table enables a clearly understanding of the work conducted by CFID as it relates to solely CFID investigations:

Results

Comparison to Previous Years (Concluded Investigations)

The table below shows the number of investigations completed year on year, since the inception of CFID,

Year	Thurrock Council	Southend Council	Castle Point Council	Poplar HARCA	Other Partners	Total
2014/15	205	339	N/A	N/A	0	544
2015/16	256	225	N/A	15	18	514
2016/17	110	112	15	27	38	302
2017/18	142	136	12	21	13	324
2018/19	314	162	22	57	26	576

Comparison to Previous Years (detected fraud)

The table below shows the detected fraud value year on year since the inception of the Counter Fraud & Investigation team.

Year	Thurrock Council	Southend Council	Castle Point Council	Poplar HARCA	Other Partners	Total
2014/15	£1,823,300	£585,697	N/A	N/A	£1,230,930	£3,639,927
2015/16	£1,312,038	£1,887,589	N/A	N/A	£5,569,330	£8,768,957
2016/17	£4,562,031	£375,302	£40,000	£191,000	£1,790,475	£6,958,808
2017/18	£1,499,894	£687,742	£263,400	£448,900	£2,238,900	£5,138,836
2018/19	£3,426,474	£1,935,940	£115,000	£833,771	-	£5,497,805

The total value of fraud detected during April 2014 to June 2019 is **£30,004,333**

Delivery of the Proactive Work Programme

The work programme implemented across the council was delivered in full last year. The purpose of the programme is to ensure that there is an enterprise-wide acknowledgement of the risks from fraud and economic crime and the area's most at risk have mechanisms to both prevent and detect suspicious activity.

thurrock.gov.uk		Counter Fraud & Investigation Counter Fraud Work Plan			
Risk area	Tasks	Planned for	Current status	Responsible CFID Officer	Completed Activity Date
Council-wide	Revised policies for Counter Fraud, Bribery & Corruption and; Counter-Money Laundering to be produced	January 2019	Draft policies were distributed to the statutory officers, which take account of the enhanced strategies in place. The draft documents were also distributed to the council's leadership group for comment and consideration. The final draft are now submitted to the Audit Committee for approval.	David Kleinberg	Completed January 2019
Council-wide	Fraud risk matrix assessment to be delivered to all service areas	Dec 2018 – March 2019	These have been presented to corporate directors, directors and senior departmental management teams. It has now been agreed that service managers will be meeting with the CFID Investigation Manager to discuss the matrix. This will be during the remainder of 2018/19.	Michael Dineen	Initial phase completed in November 2018. On-going meetings with wider managers now taking place. Concluded in June 2019.

Delivery of the Proactive Work Programme

Risk area	Tasks	Planned for	Current status	Responsible CFID Officer	Completed Activity Date
Council-wide	UK Bribery Act (UKBA) Compliance Review. A questionnaire will be distributed to all Managers to ensure UKBA compliance.	November 2018	The questionnaire was submitted to the council's managers for completion. That data is now being analysed for consideration of further actions for compliance.	Michael Dineen	Completed January 2019
Council-wide	Counter Money Laundering (CML) Compliance Review. A questionnaire will be distributed to all staff to ensure CML compliance.	November 2018	The questionnaire was submitted to the council's managers for completion. That data is now being analysed for consideration of further actions for compliance.	Michael Dineen	Completed January 2019
Proactive Fraud Drives	Conduct proactive activity to disrupt and detect fraud affecting the council.	Throughout 2018/19	Proactive work continues to be undertaken across the high-risk areas. Monthly meetings are taking place with housing to arrange pro-active operations	Michael Dineen	Concluded in June 2019

Delivery of the Proactive Work Programme

Risk area	Tasks	Planned for	Current status	Responsible CFID Officer	Completed Activity Date
Investigation Review	Review of insider threat investigations with Human Resources to reviews action and learning points	Throughout 2018/19	Meetings booked once an insider threat is identified. A monthly meeting also takes place between CFID and HR Single-Point-of-Contact.	Michael Dineen	Completed throughout year.
Fraud Awareness Training	Training to be delivered to high risk areas – housing officers, housing allocations, temporary accommodation and right to buy	Ongoing to March 2019	Training now being booked with assistance from CFID business support team.	Michael Dineen / Nicola Spencer	Completed throughout the year.
	CFID to present a Fraud awareness presentation to all new employees during their 'Induction Day'. Highlighting the pathway of reporting fraud/crime and also highlighting their obligations under council policy.	Throughout 2018/19	This is an ongoing training package that will continue into the work plan of 2019/20	Michael Dineen	

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Counter Fraud & Investigation



See it. Report it. Stop it.

Counter Fraud Plan & Strategy 2019/20

 thurrock.gov.uk

Foreword

“Last year we detected more fraud than previous years. The £3.4m detected represents annual social housing rents for 811 properties or 127 social care placements.

Increasing our resilience to the risk of fraud is our priority to ensure the most vulnerable of our society are not affected by the impact of fraud on our frontline services.

David Kleinberg,
Assistant Director for Counter Fraud & Investigations

The Counter Fraud & Investigation team began operating at an advanced level following government sponsorship in 2014. That grant investment in the service ensured that the best possible resources and capabilities could be leveraged at the issue of fraud and economic crime.

Having the best tools and resources still requires a continually refreshed understanding of the threats local government face and a focus of activity. The service has been part of the Government Counter Fraud Profession, with David Kleinberg the CF&I Assistant Director being seconded to write its standards from 2016.

In 2018 the new part of the department was launched – known as NATIS - the National Investigation Service, which has supported over 40 public authorities across the UK facing serious and organised crime.

Having the new NATIS function working side-by-side with Counter Fraud & Investigation provides access to an enhanced intelligence picture to protect the most vulnerable.

This new strategy & plan takes account of that additional resource and capability – the first of its kind anywhere in the UK, here in Thurrock.



Our Control Strategy

This year we install our control strategy which defines how we will be working over the next 12 months. This means that all the casework we adopt will be assessed and progressed in consideration of the 4 Questions below.

The Counter Fraud & Investigation team’s partnership with the National Investigation Service ensures that we are able to identify at an earlier stage intelligence relating to the key priorities below, particularly those affecting the most vulnerable of society.

Who are We?		What is Our Purpose?	
A specialist function to protect public finance from fraud and serious crime, using our legal framework as a local authority service		1 Protect the public purse from crime 2 Support the wider-public sector with shared, advanced capabilities	
What are Our Priorities?			
Crimes affecting a vulnerable adult or child		Insider threats in local government	
Organised crime targeting local government		Improving local government’s resilience to cyber crime	
How do we Succeed?			
Always acting Ethically in everything that we do, working to our values, attitudes and principles		Apply the 4 ‘P’ Strategy to Prevent, Protect and Prepare local government for economic crime, pursuing offenders where necessary	
Consider opportunities to work collaboratively with others for the benefit of our purpose, sharing our knowledge, experience and expertise		Ensure our teams are fully equipped to respond to the threats faced from economic crime	

Fraud Risk Profile

Last year we concluded a risk profile for the entire council to identify the Top 10 Risks faced from fraud and economic crime. That analysis used national intelligence from partner law enforcement agencies, proven cases by the CF&I team and the baseline strategy for local government known as Fighting Fraud & Corruption Locally.



Thurrock Council Annual Fraud Impact Measurement Matrix

	Procurement Fraud	Cyber Crime	Housing Tenancy Fraud	Money Laundering	Council Worker Fraud & Corruption
Annual Council Spend	£118,281,000	N/A	£24,544,000	£122,000,000	£65,385,000
Annual Potential Impact Percentage	4.76%	N/A	4.04%	0.89%	1.07%
Annual Potential Impact	£5,630,176	£1,600,000	£991,578	£1,085,800	£699,620
	Social Care Fraud	Grants Fraud	Insurance Fraud	Blue Badge Fraud	Revenues Fraud
Annual Council Spend	£78,132,000	£266,333	£1,919,081	£10,584,200	£89,976,000
Annual Potential Impact Percentage	4.70%	3.02%	3.99%	3.86%	1.22%
Annual Potential Impact	£3,672,204	£8,043	£76,571	£408,550	£1,097,707

Total Potential Loss Impact **£15,270,249**
Total Amount Under-Investigation **£13,073,905**

Total Proven in 2018/19 **£3,426,474**

Proactive Work Plan

Risk Area	Activity	When	Current Status	Responsible Officer	Date Complete
Council-wide	Launch a new e-Learning Package for Countering Fraud, Bribery, Corruption and Money Laundering.	July – Sep 2019		Michael Dineen	
Council-wide	Develop an early intervention risk matrix for social housing tenants targeted by criminality.	July 2019 – June 2020		Philip Butt	
Council-wide	Cyber crime risk assessment across the council.	Nov 2019		Dave Nash	
Council-wide	Enhancing counter fraud and money laundering controls for Social Care Finance.	Nov 2019		Michael Dineen	
Council-wide	Renewed Education & Marketing Campaign for Countering Fraud, Bribery, Corruption and Money Laundering	January 2020		Nicholas Coker	
Revenues	Use of Data Matching Solution to compare NNDR data with law enforcement data.	July 2019		Nicholas Coker	



New Awareness Campaign



See it. Report it. Stop it.

This year we launch the ‘See it, Report it, Stop it’ campaign, highlighting the risks the council face from fraud and economic crime as well as some of the case studies and enhanced methods of prevention we utilise.

The campaign will include targeted awareness events for high-risk council areas such as Procurement, Finance, Housing and Social Care.

Last year we detected £3.4m of fraud

That money pays for 127 Social Care placements

Seen something suspicious?
 Speak to a member of the team on telephone **03000 999111** or visit thurrock.gov.uk/fraud

Counter Fraud & Investigation

 See it. Report it. Stop it.

thurrock.gov.uk

Last year we detected £3.4m of fraud

That money pays for 811 Social Housing rents

Seen something suspicious?
 Speak to a member of the team on telephone **03000 999111** or visit thurrock.gov.uk/fraud

Counter Fraud & Investigation

 See it. Report it. Stop it.

thurrock.gov.uk

18 July 2019		ITEM: 11
Standards & Audit Committee		
Annual Information Governance Report		
Wards and communities affected: All	Key Decision: Non Key	
Report of: Lee Henley – Strategic Lead Information Management		
Accountable Strategic Lead: Lee Henley – Strategic Lead Information Management		
Accountable Director: Jackie Hinchliffe – Director of HR,OD & Transformation		
This report is: Public		

Executive Summary

- During 2018/19, the council processed 95% of Freedom of Information (FOI) requests within the 20 working day legal timeframe. This is based on 1093 FOI requests that were processed. The Information Commissioner expect public authorities to answer at least 90% on time so this is a positive.
- The council continue to ensure data is identified for routine publication online. This work forms part of the Transparency Agenda and aims to increase openness and accountability; whilst reducing unnecessary processing of FOI requests.
- During 2018/19, the council received 83 Subject Access Requests under the Data Protection Legislation. 73% of these requests were processed within the timeframe. Requests have increased following changes to the Data Protection Act.
- The council are continuing to drive forward its compliance work programme, following the introduction of the General Data Protection Regulation (GDPR) and Data Protection Act 2018.
- Records Management work activity is captured within Appendix 3. Key work areas include reducing the volume and costs of records held off-site, along with embedding an effective use of electronic records management.

1. Recommendation(s)

- 1.1 To note the Information Governance activity and performance.
- 1.2 To support Data Protection Compliance activity detailed within Appendix 2.
- 1.3 To support the project to reduce manual records volumes and costs across the council.

2. Introduction and Background

2.1 This report provides an update on the following Information Governance areas:

- Freedom of Information
- Data Protection
- Records Management

2.2 Freedom of Information:

2.2.1 During 2018/19, 1093 FOI requests were recorded on the council's FOI tracking system. The table below details year-on-year volume and performance data since 2014. Since 2014/15, requests have more or less doubled (increase of 99%), however performance has been maintained. Appendix 1 provides additional information on FOI data for the reporting period.

Year	Number of Requests	% responded to in time
2014/15	548	98%
2015/16	980	98%
2016/17	1046	97%
2017/18	1056	96%
2018/19	1093	95%

2.3 Data Protection:

2.3.1 Subject Access Requests (SAR):

- The Data Protection Act states that personal information must be processed in accordance with the rights of data subjects. This can result in anybody making a request to the council about any information we hold on them and these are referred as SAR. Requests can range from very specific records such as Council Tax, Benefits claim history, social care records or to all information held by the council.
- During 2018/19, the council received 83 SAR requests (an increase of 186% compared to the previous year). Of the 83 requests, 73% (61) of requests were processed within the legal timeframe (1 month). Since May 2018, the £10 fee to process a SAR was removed, resulting in an increased volume of requests received by the council. This has contributed to a dip in performance, although additional resources are now in place to help with this pressure.
- During 2018/19 the council did not receive any complaints from the Information Commissioners Office regarding the management of SAR's.
- The table below shows volumes of requests and performance since 2014.

Year	Number of	%
------	-----------	---

	Requests	responded to in time
2014/15	21	71%
2015/16	43	93%
2016/17	47	83%
2017/18	29	83%
2018/19	83	73%

- Appendix 2 provides a breakdown of subject access requests per directorate.

2.3.2 Data Protection Compliance:

- Appendix 2 provides additional information on general Data Protection compliance for the reporting period.

2.4 **Records Management:**

2.4.1 The council aim to reduce the number of physical records located at off-site storage locations. It currently has 10,261 boxes stored offsite. A target has been set to reduce the number of offsite boxes to 6,000 by the 31st December 2019. Progress on this project is reported via Digital board.

2.4.2 In addition to the above, a records management work programme is in place to drive forward best practice and compliance in relation to the management of electronic records. Appendix 3 provides additional details regarding Records Management work activity.

3. **Issues, Options and Analysis of Options**

3.1 There are no options associated with this paper.

4. **Reasons for Recommendation**

4.1 This report is for noting purposes. There are no recommendations requiring approval.

5. **Consultation (including Overview and Scrutiny, if applicable)**

5.1 This report was sent to Directors Board.

6. **Impact on corporate policies, priorities, performance and community impact**

6.1 The council has effective systems and processes in place for managing Information Governance.

6.2 The council's ability to comply with information governance legislation demonstrates its commitment to openness and accountability. This will allow residents and customers to have a confidence in what we do and will help build trusting relationships.

6.3 Access to information can also be closely linked to the Customer Services and ICT Strategies.

7. Implications

7.1 Financial

Implications verified by: Jonathan Wilson
Assistant Director Finance

Financial penalties for non-compliance with the Data Protection Act are up to 18 million euros.

7.2 Legal

Implications verified by: David Lawson
Assistant Director of Law and Governance

FOI failure could result in regulatory intervention as the ICO are now starting to target poor performing councils for FOI which will lead to reputational damage.

There are various avenues available to the Information Commissioner's Office to address an organisation's shortcomings in relation to the collection, use and storage of personal information. These avenues can include criminal prosecution, non-criminal enforcement and audit. The Information Commissioner also has the power to serve a monetary penalty notice on a data controller.

7.3 Diversity and Equality

Implications verified by: Natalie Warren
Community Development and Equalities Manager

There are significant diversity issues for the whole community regarding FOI and Data Protection. The successful implementation of FOI and Data Protection allows our customers, stakeholders, partners and the public to access and receive information.

7.4 Other implications

None

8. Background papers used in preparing the report

None

9. Appendices to the report

Appendix 1 – Freedom of Information

Appendix 2 – Data Protection

Appendix 3 – Records Management

Report Author:

Lee Henley

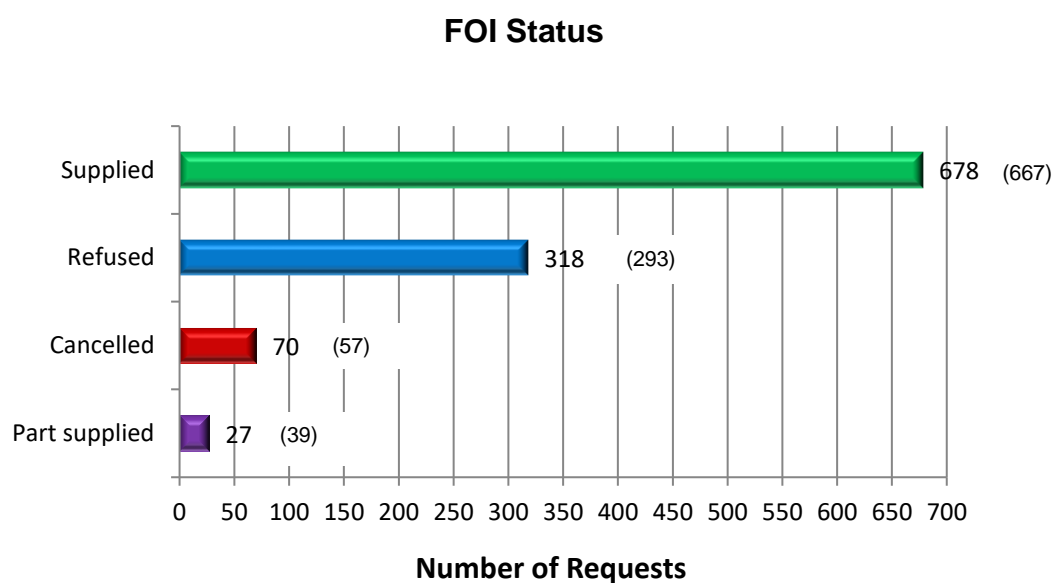
Strategic Lead Information Management

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Freedom of Information

The chart below shows that of the 1093 requests received in 2018/19, 678 (62%) were supplied with all information requested, 318 (29%) were refused, 27 (3%) were part supplied, 70 (6%) were cancelled.

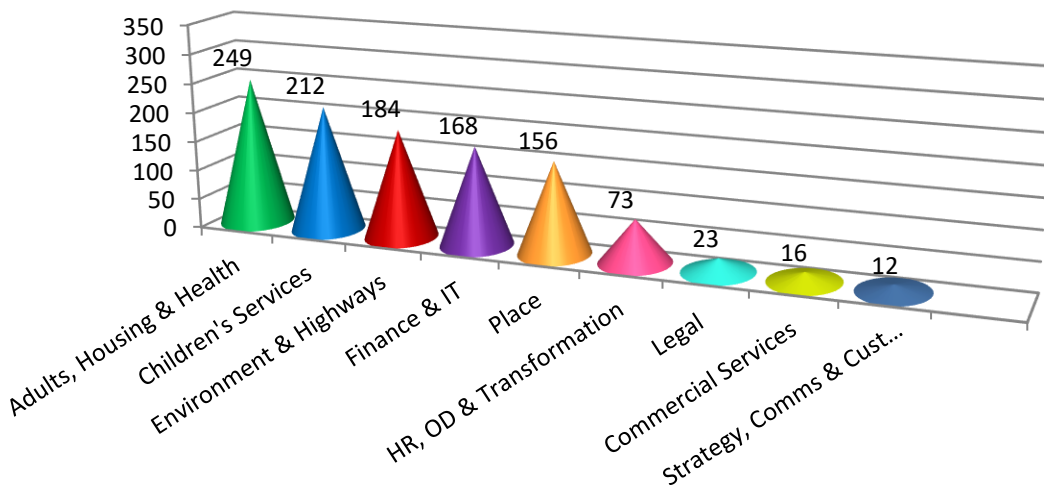
The figures in brackets below are 2017/18 figures.



The chart below shows requests received per Directorate. In addition to this, the FOI themes for the larger Directorates (in terms of FOI volumes) are shown below:

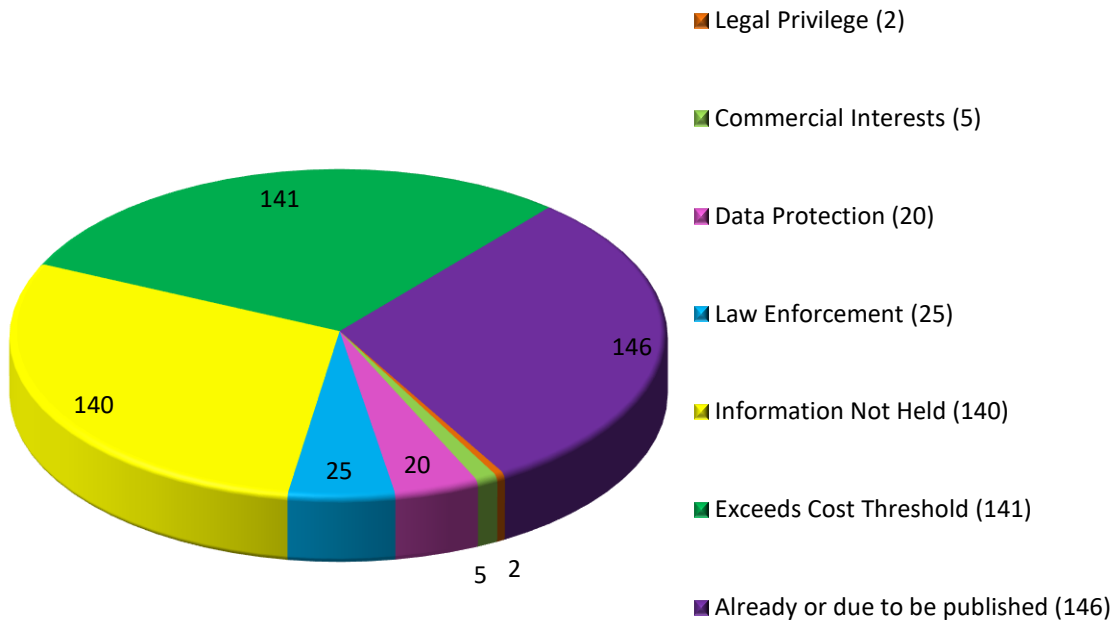
- Adults, Housing & Health:
 - Adult Social Care Expenditure/Charges & Fees
 - Temporary Accommodation
- Children's Services:
 - Looked After Children
 - Admissions
- Environment & Highways:
 - Potholes
 - Highway Inspections
- Finance & IT:
 - Non Domestic Business Rates
 - Council Tax
- HR, OD & Transformation:
 - Council Staff (i.e., structures/Agency workers)
- Place:
 - Licensing
 - Planning information

Breakdown of requests per directorate



The chart below shows the type of exemptions and refusals that were applied (based on a total of 345 requests that were part supplied or refused). Please note the chart below does not balance back to 345, as more than one exemption can be relied upon per request.

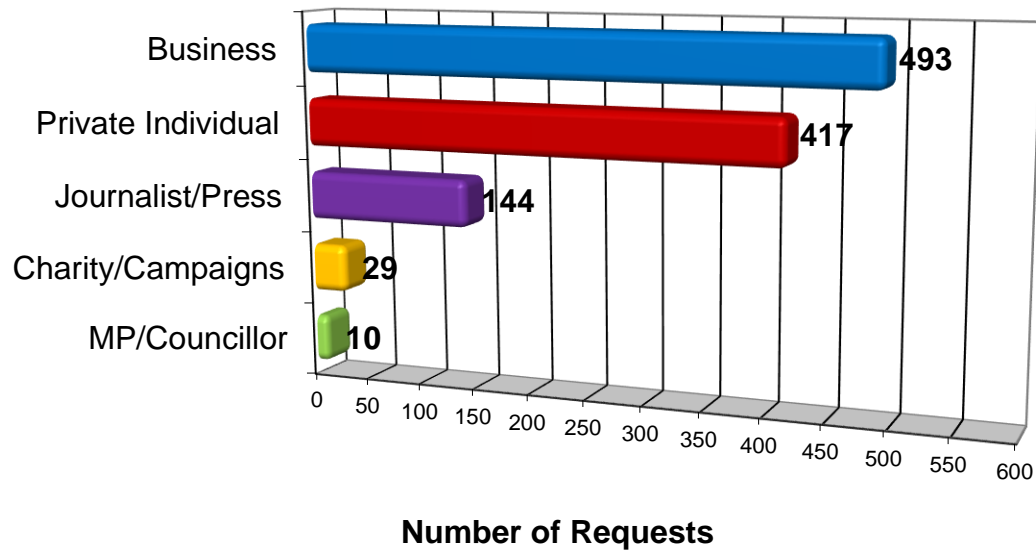
Types of Exemption/Refusal



The Information Governance Team respond to complaints received regarding FOI. During 2018/19, the council did not receive any FOI complaints that were escalated to the Information Commissioner's Office (ICO).

The chart below identifies where FOI requests to the council originated from.

Who FOI requests were made by



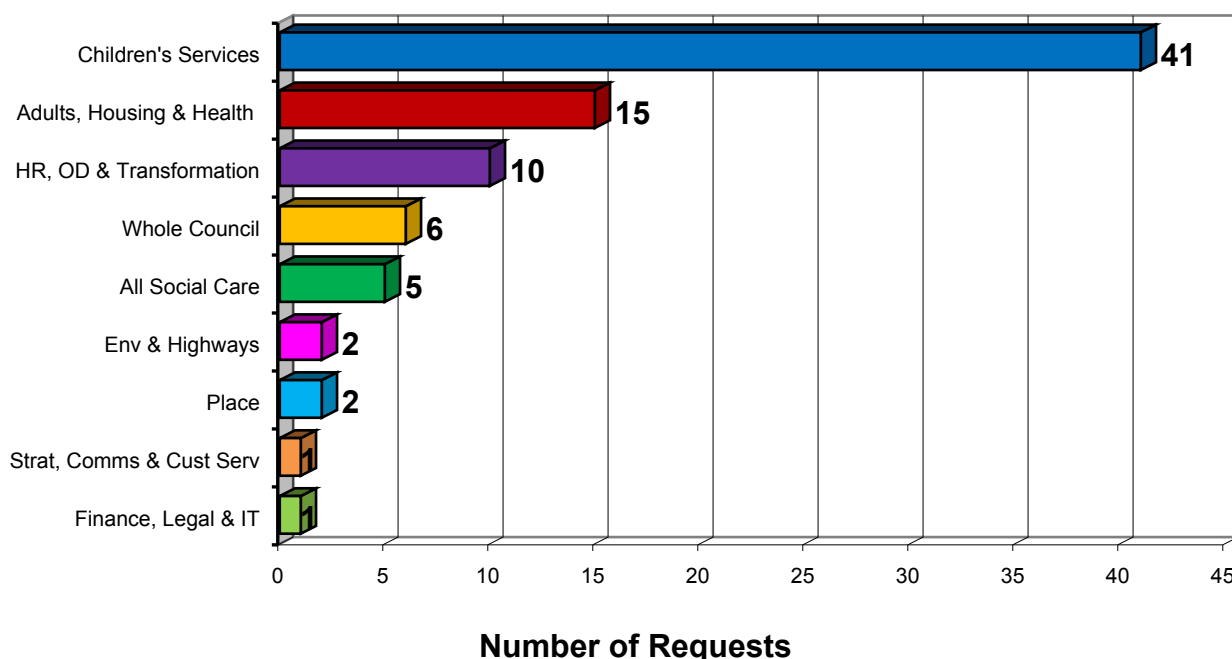
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Data Protection

Subject Access Requests:

The chart below highlights the data owner areas for the 83 requests processed within 2018/19.

Subject Access Request - Data Owners



Data Protection compliance across the council:

A summary of the new Data Protection Act key changes, along with the progress made by the council to comply with these changes is detailed below:

Key Changes	Progress Made
Organisations must now demonstrate that they comply with the new Act (evidenced based).	<p>Completed work:</p> <ul style="list-style-type: none"> • A new Data Protection policy is in place. • A Data Protection Compliance Programme has been produced and refreshed. • Mandatory Data Protection training has been updated and implemented.

	<ul style="list-style-type: none"> Engagement with suppliers has taken place - to ensure the council meets the 'right to be forgotten' and "data portability" rights requirements. Contract clauses have been amended. Monitoring of Data Protection training has taken place.
Key Changes	Progress Made
Significantly increased penalties for any breach of the Act (not just for data breaches) has been introduced.	Completed work: <ul style="list-style-type: none"> Mandated training is now in place and has been rolled out across the council. A Data Protection Compliance Programme has been produced and has been refreshed.
A legal requirement is now in place for security breach notification to the Information Commissioners Office.	Completed work: <ul style="list-style-type: none"> The council's security incident reporting procedure has been refreshed, which will result in certain breaches being reported to regulatory bodies.
Data Protection Impact Assessments (DPIA) are now required for high risk processing and/or when using new technologies.	Completed work: <ul style="list-style-type: none"> A DPIA process has been produced and implemented. The DPIA forms part of the council's Architecture Design Group. The DPIA procedure is now part of the procurement process.
Specific requirements for transparency and fair processing must be adhered to.	Completed work: <ul style="list-style-type: none"> A detailed guide on information rights has been produced and is available on our website. A layered approach to privacy notices has been implemented.
Tighter rules are in place where consent is the legal basis for processing personal data.	Work to be completed: <ul style="list-style-type: none"> As part of the Information Governance (IG) Group work, checks are being undertaken to review how the council are obtaining and recording consent and whether the council need to make any changes.
Requirement to keep records of data processing activities.	Work to be completed: <p>This is a key area of work. Work is on-going by our Information Governance Group to compile a robust Record of Processing Activity.</p>

Records Management

Policies & Procedures:

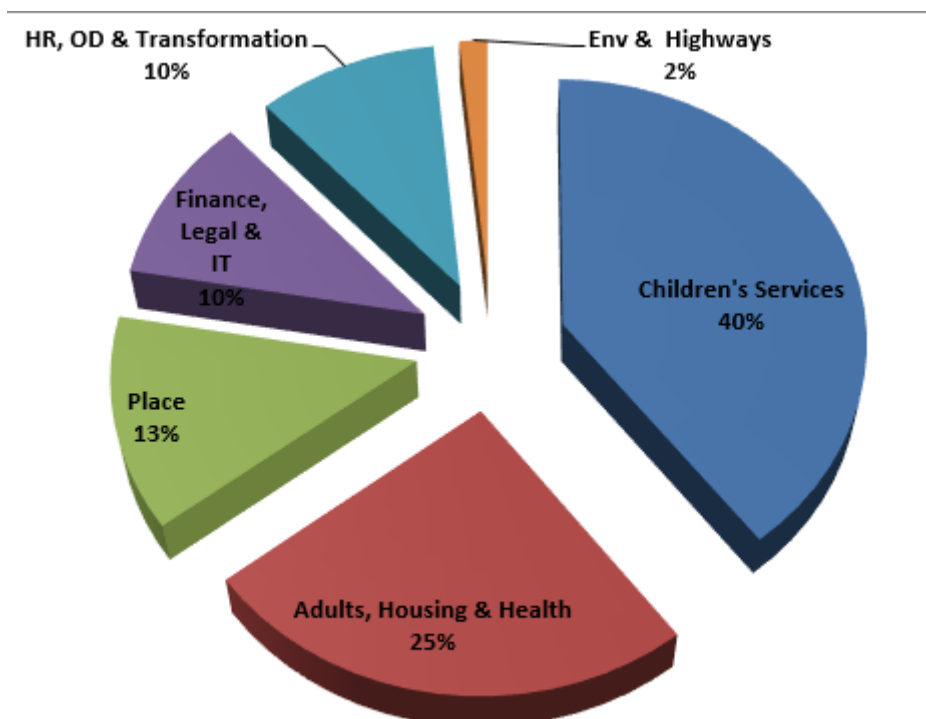
The following policies and guidance have been created and/or revised:

- Records Management Policy
- Records Management Policy Guidance
- Document Retention Policy
- Document Retention Schedule
- Corporate Records Scanning & Disposal Procedure
- Guide to Physical Archive Processing
- Objective EDRMS training & guidance materials

Physical Records:

The chart below highlights the data owner areas for the 10,261 physical archive boxes currently in storage.

Physical Archive Boxes – Data Owners



Performance on Data Review & Disposal Leads (DRDL) tasks to meet the requirements of data management varies per Directorate. The amount of work required for each DRDL varies based on the number of physical boxes the Directorate has. All areas above, with the exception of Finance, Legal & IT, currently have physical data tasks outstanding. Reporting on this is produced for Digital Board

Electronic Records:

The Records Management team are working to an agreed action plan of data review by functional area within Objective. Details under review are:

- Functional Filing
- Naming Conventions
- Access to Information
- Appropriate Team View use
- Appropriate retention period applied
- Appropriate use of retention triggers
- Removal of empty folders and files
- All data out of retention is disposed of appropriately

The current areas under review are:

- Children & Families Services
- Adult Care Services
- Human Resources
- Procurement

A process workflow is currently being compiled by the Data Review & Disposal Leads Group in order to identify and action the review of electronic data in Objective EDRMS.

**Standards & Audit Committee
Work Programme
2019/20**

Dates of Meetings: 18 July 2019, 12 September 2019, 19 December 2019, 12 March 2020

Topic	Lead Officer
18 July 2019	
Regulation of Investigatory Powers Act (RIPA) 2000 - 2018/19 Activity Report	Lee Henley
Chief Internal Auditor's Annual Report – Year ended 31 March 2019	Gary Clifford
Refresh of the Strategic / Corporate Risk and Opportunity Register	Andy Owen
Audit Results Report for the Year Ended 31 March 2019	BDO / Sean Clark
Financial Statements and Annual Governance Statement 2018/19	BDO / Sean Clark
Counter Fraud & Investigation Annual Report & Strategy	David Kleinberg
Annual Information Governance Report	Lee Henley
Red Reports (as required)	
12 September 2019	

Annual Complaints Report	Lee Henley
Internal Audit Progress Report	Gary Clifford
Counter Fraud & Investigation Quarterly Status Report	David Kleinberg
Annual Audit Letter	BDO / Sean Clark
Internal Audit Charter 2019/20	Gary Clifford
Red Reports (as required)	
19 December 2019	
Regulation of Investigatory Powers Act (RIPA) 2000 – Activity Report April 2019 – Sept 2019	Lee Henley
Mid-Year Review of the Strategic/Corporate Risk and Opportunity Register	Andy Owen
Internal Audit Protocol	Gary Clifford
Internal Audit Progress Report 2019/20	Gary Clifford
Counter Fraud & Investigation Quarterly Status Report	David Kleinberg
Red Reports (as required)	
12 March 2020	
External Audit Plan 2019/20	Lisa Clampin (BDO)/Jonathan Wilson

Certification of Claims and Returns Report 2018/19	BDO/Jonathan Wilson
Complaints and Enquiries Report – April 2019 to September 2019	Lee Henley
Annual Review of Risk and Opportunity Management and the Policy, Strategy and Framework	Andy Owen
Internal Audit Strategy 2018/19 to 2020/21 and Annual Internal Audit Plan 2020/21	Gary Clifford
Internal Audit Progress Report 2019/20	Gary Clifford
Counter Fraud & Investigation Quarterly Update	David Kleinberg
Red Reports (as required)	

Reports for 2020/21:

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Clerk: Jenny Shade

Last Updated: May 2019

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