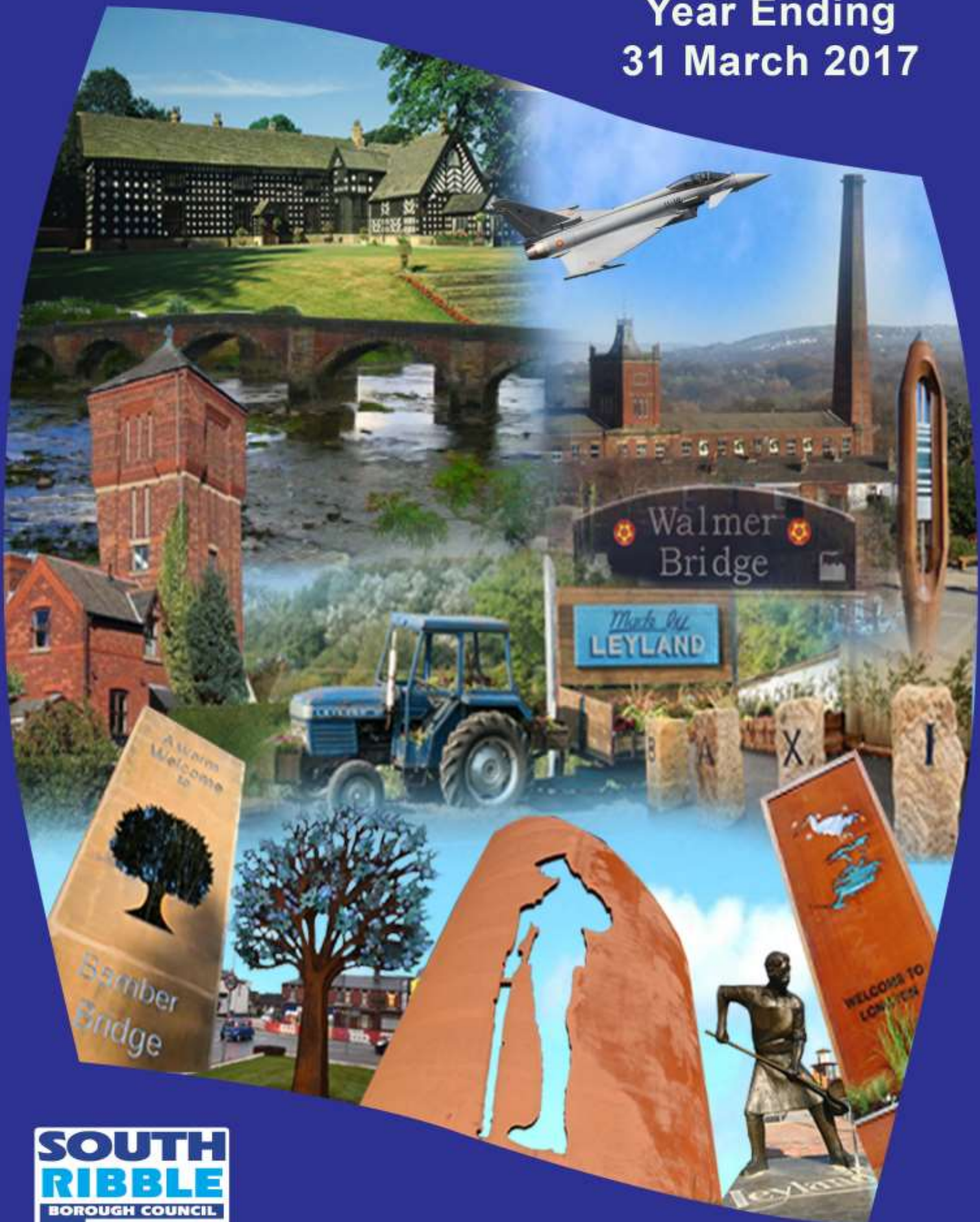


STATEMENT OF ACCOUNTS

Year Ending
31 March 2017



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Narrative Report of the Acting Chief Financial Officer

Introduction

As the Acting Chief Financial Officer of South Ribble Borough Council (the Council, the Authority), I have the statutory responsibility for the proper administration of the Authority's financial affairs, and am required to confirm that the Council's systems can be relied upon to produce an accurate statement of accounts.



The required statement of assurance (The Annual Governance Statement) was reported to Governance Committee on 13 September 2017. The approved version is included in this Statement of Accounts at page 26.

This Statement of Accounts has been prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2016/17 (The Code), which is based on International Financial Reporting Standards. It therefore aims to provide information so that members of the public, Council members, partners and stakeholders and other interested parties can:

- Understand the overarching financial position of the Council and the out-turn for 2016/17;
- Have confidence that the public money with which the Council has been entrusted has been used and accounted for in an appropriate manner; and
- Be assured that the financial position of the Council is sound and secure.

This Narrative Report provides information about South Ribble, including the key issues affecting the Council's accounts. It also provides a summary of the financial position as at 31st March 2017 and is structured as below:

- An introduction and key facts about South Ribble
- The 2016/17 Revenue Budget Position
- Non-Financial Performance 2016/17
- The Corporate Risk Register
- Financial Performance of the Council in 2016/17
- Summary Position
- Introduction to the Statement of Accounts and the main accounting changes

Key facts about South Ribble

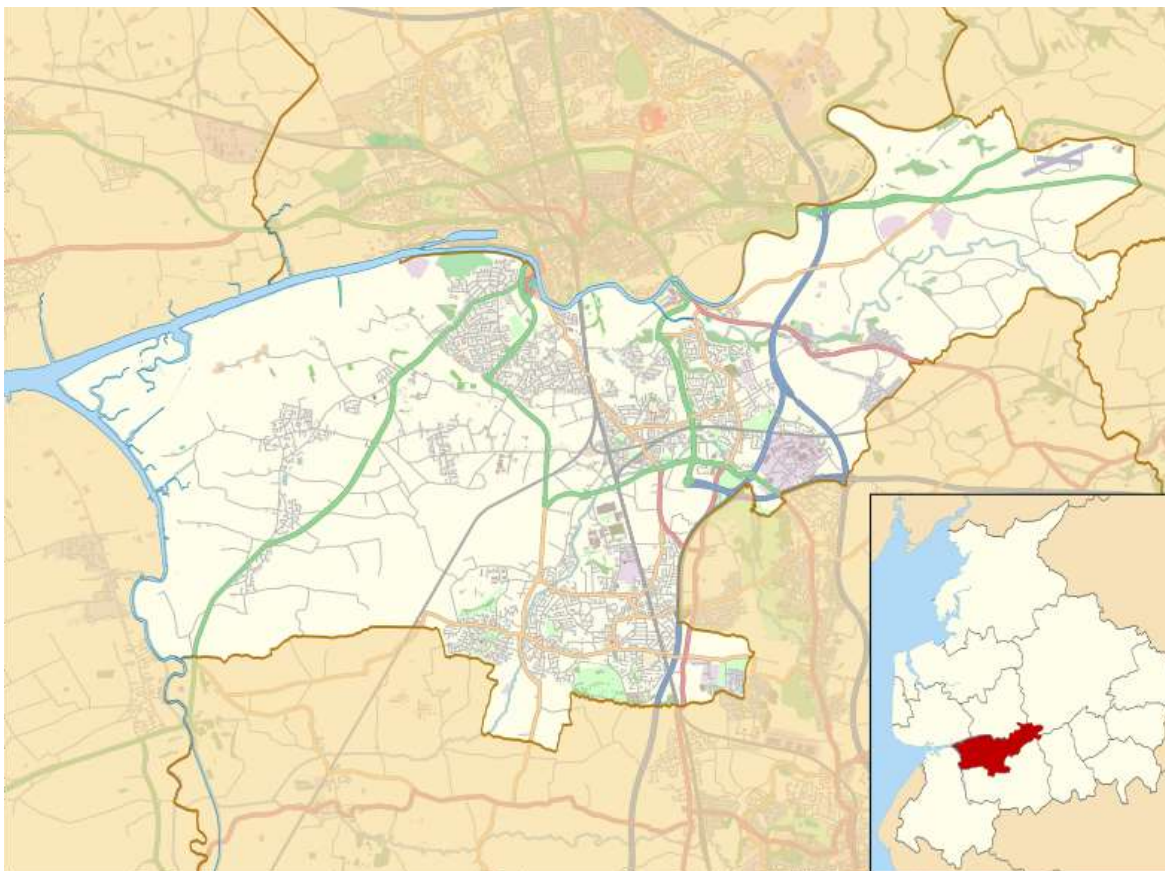
South Ribble Borough is located in Lancashire at the centre of the North West region, situated right on the M61, M6 and M65 motorways with easy access to the West Coast mainline and airports at Manchester and Liverpool with the Borough extending to about 113 km² (approximately 44 square miles). The Borough is on the edge of the West Pennine Moors with beautiful scenery and country side, is just a short drive from the Lancashire coastline. The Office for national Statistics (ONS) estimated that the total population of the borough was 109,651 in 2015.

The Council is based in the town of Leyland in the south of the borough with other notable population areas being Penwortham, Longton, Hutton, Walton-le-Dale, Bamber Bridge, Lostock Hall, Moss Side and a significant part of Buckshaw Village.

The district was formed on 1st April 1974 under the Local Government Act 1972, from Leyland and Walton-le-Dale urban districts, along with part of Preston Rural District. The borough shares its borders with Chorley, West Lancashire, Blackburn with Darwen, Ribble Valley, Preston and Fylde Councils. Regeneration, Inward Investment and working with partners to deliver the City Deal agreement are recognised as being very important to the future prosperity of the borough and are key priorities for the

Administration. The Council has to provide services such that it meets the needs of its citizens, serving both an urban and rural environment.

Location and map of South Ribble Borough



The 2016/17 revenue budget position and 2017/18 MTFS

The 2016/17 Medium Term Financial Strategy (**MTFS**) identified a projected budget gap over the MTFS period to 2018/19 of £2.254m and contained a programme of budget savings targets by which the budget gap would be bridged in order to deliver the corporate priorities. For a number of successive years local authorities have faced fundamental change and a period of significant budget reductions and challenges. Significant improvements to the MTFS were introduced within 2016/17 for the 2017/18 budget setting round and a three year budget efficiency programme was worked up that mitigates against financial risk and balances the budget over the medium term to 2019/20.

The ongoing budget deficit and budget pressures were triggered by the austerity measures implemented by Central Government to reduce overall public sector spending. Significant core funding cuts have been delivered as part of the government's Spending Reviews in 2010 and 2015 in addition to a period of transformational change such as the complete withdrawal of Revenue Support Grant, the introduction and revision of the local Business Rates Retention (BRR) scheme and the re-configuration of the New Homes Bonus (NHB) incentivisation grant. This increases the financial risk profile as core income is now vulnerable to annual and significant fluctuations that are influenced by external organisations and outwith the control of the Council.

In 2016/17 the Council continued to achieve budgetary savings whilst also maintaining services, however, the rate of success took a down turn in 2016/17 when compared to previous years. It is recognised that a more robust approach to delivering the new and improved 2017/18 MTFS at pace is required to be adopted by the Council. This is an area being monitored by the Local Government Association (LGA) under the arrangements described later in this report.

The following budget efficiency savings are being implemented via a project management framework that will balance the budget to 2019/20 whilst also provided increased capacity to address issues in respect of Governance arrangements as referred to later in this report. It should be noted, however, that the forecasts are based on certain assumptions that are subject to change, particularly with regard to the impact of future re-designing of the BRR funding regime and also the outcome of the internal review of Leisure Services provided by the Council.

	2019/20 £m
2017/18 MTFS Forecasted Budget Deficit to 2019/20	3.386
INCREASING INCOME	
Charging for the Collection of Garden Waste with effect from 1 April 2018	(0.540)
Council Tax Increases w.e.f. 2018/19	(0.457)
Borough Investment Account – Net Investment in the Council's Assets to Generate Income	(0.300)
BRR – Growing the Tax Base	(0.250)
Council Tax Base Growth from City Deal	(0.150)
New Income Generation Schemes	(0.150)
Review of Car Parking Charges	(0.110)
Charging for Replacement Waste Bins	(0.060)
Sub – Total Income	(2.017)
REDUCING EXPENDITURE	
Expansion of Shared Services including One Public Estate Co-location and Collaboration	(0.750)
Business Transformation Programme	
Incl. review of non-statutory functions and a Business Analysis	(0.500)
Review of non-staffing costs	
Strategic Review of Reserves	(0.300)
Contribution to Police Community Support Officers	(0.044)
Sub – Total Expenditure	(1.594)
TOTAL BUDGET EFFICIENCIES TO 2019/20	(3.611)
2017/18 MTFS to 2019/20 - Budget Deficit/(Surplus)	(0.225)
Investment in the Corporate Improvement Plan and Expanding Capacity to deliver the MTFS	0.225
2017/18 MTFS to 2019/20 - Budget Deficit/(Surplus)	Balanced Budget

Despite this challenging programme of budget efficiencies the administration's financial aims continue to support the corporate priorities which are:

Clean, Green and Safe
Strong South Ribble in the Heart of a Prosperous Lancashire
Strong and Healthy Communities
Efficient, Effective and Exceptional Council

Performance during 2016/17 against the above corporate priorities is set out in the following section.

Non-financial performance 2016/17

The overall aim of the MTFs is to identify resources that are sustainable and resilient in order to meet the objectives, targets and measures contained in the Corporate Plan. The Council has largely been successful in delivering the 2016/17 Corporate Plan, summarised on the following pages, and managing its resources however it is acknowledged that there has been some negative shift in performance in some areas due to the capacity of senior officers due to the additional demands in implementing the Corporate Improvement Plan and the recommendations of the Peer Review undertaken by the Local Government Association (LGA). The Peer Review Report concluded that the Council is in a challenging yet nevertheless manageable place and also set out a number of recommendations which are being progressed. With regard to the MTFs specifically, the review concluded that the planned progress in producing a MTFs that were to be worked up into detailed project plans was the correct action to take. The budget is constructed to translate the Corporate Plan into a cash plan. The Corporate Priorities within the Corporate Plan are intended to address the issues highlighted in the Corporate Risk Register. These key documents and performance are set out below:

The Corporate Risk Register

The Corporate Risk Register (CRR) is the most important component of the Council's Risk Management Framework and a key element of the overall Performance Framework. The CRR is the vehicle by which the Council aims to identify and address any potential risks to the organisation and the delivery of its functions which therefore need to be managed strategically. The Council does not exist in a vacuum and the political, economic and financial environment in which it operates is constantly changing. The CRR is therefore a live document and needs to be updated to reflect any new or emerging strategic risks facing the Council. Sound risk management arrangements are a cornerstone of good corporate governance and as such have an impact on the achievement of all the Council's key objectives but are primarily concerned with making South Ribble an efficient, effective & exceptional council. The table below shows the action taken as at the end of March 2017 to address each strategic risk in the 2016/17 CRR. These actions are in respect of the key projects and activities in the Corporate Plan 2016-2017 and are essentially the prime means of mitigating the key risks & opportunities identified within the CRR. It contains the following summary information:-

1. **Risks and Opportunities** – the list of the corporate risks identified and agreed for 2016/17.
2. **Corporate Plan Actions 2016/17** – the key actions contained in the 2016/17 Corporate Plan which seek to mitigate the corporate risks.
3. **Risk Rating** – a “traffic light” assessment (see key below) of the significance that each risk presents to the achievement of the Council's priorities and objectives as set out in the Corporate Plan.
4. **Key Action Rating and Status** – a traffic light system (Red, Amber and Green) indicating the progress made to implement each key action (taken from the Corporate Plan Year-end Performance Monitoring Report as at June 2017).

Corporate Risk Register 2016/17 - End of Year Monitoring Statement

	Risks & Opportunities (1)	Corporate Plan Actions 2016/17 (2)	Risk Rating (3)	Key Action Rating and Status
1	Deliver the benefits from City Deal in conjunction with partners	Work with partners to deliver and maximise the jobs, skills and procurement benefits derived from the agreed Preston, South Ribble, Lancashire City Deal, including promoting and marketing the Borough	12	Green – on track

	Risks & Opportunities (1)	Corporate Plan Actions 2016/17 (2)	Risk Rating (3)	Key Action Rating and Status
		Work with our communities to deliver a joined up and long term approach to planning and development		Green – on track
2	Manage the Efficiency Agenda to address reductions in funding	Seek to continually improve, ensuring that council services are fit for purpose and customer focused	12	Green – off track
		Explore all viable options for income generation and financial savings in order to deliver the Council's efficiency agenda whilst protecting front line services		Green – off track
		Deliver the 'we're going digital' business transformation strategy, explore delivery methods and maximise the use of e-communications		Green – on track
3	Deliver a cohesive Housing Strategy to address affordable housing, empty properties and other key housing issues	Work with partners to implement our Housing Framework and secure investment in housing	9	Green – on track
		Work with partners to deliver and maximise the jobs, skills and procurement benefits derived from the agreed Preston, South Ribble, Lancashire City Deal, including promoting and marketing the Borough		Green – on track
		Work with our communities to deliver a joined up and long term approach to planning and development		Green – on track
4	Collaborate with the Lancashire County Council Public Health Service to deliver Health & Well-Being Opportunities	Work with Lancashire County Council Public Health and other health partners on local health and wellbeing needs	9	Green – on track
		Work with all stakeholders to deliver and promote an active lifestyle for all		Green – on track
5	Deliver Meaningful Outcomes from Key Partnerships and Collaborative Working with Neighbouring Authorities / Other Agencies	Through the Safer Chorley and South Ribble Partnership, work to tackle crime, fear of crime and promote public confidence	4	Green – on track
		Work with partners to offer the best possible opportunities to South Ribble's children and young people		Green – on track
		Establish opportunities to develop effective collaborative working with partners		Green – on track
6	Expiry of the Waste Cost Sharing Agreement	Maximise recycling and reduce the amount of waste going to landfill, in line with our commitment to the current Lancashire Waste Strategy	12	Green – on track

Risk Rating Score Key

Major	4	4 Low	8 Medium	12 High	16 High
Serious	3	3 Low	6 Medium	9 Medium	12 High
Minor	2	2 Low	4 Low	6 Medium	8 Medium
Insignificant	1	1 Low	2 Low	3 Low	4 Low
		1	2	3	4
		Rarely – there is a slight possibility that the event will occur	Unlikely - there is a possibility that the event will occur or there is a history of occasional occurrence within the authority	Likely – There is a strong possibility that the event will occur or there is history or regular occurrence within the Authority	Highly likely -there is little doubt that the event will occur

More information on the Corporate Risk Register, and performance against it, and can be found in the Year-end Performance Monitoring Report submitted to Scrutiny Committee on the 22nd June 2017 which can be accessed on the Council's website.

Corporate Plan 2016-2017

Our Priorities	Clean, Green and Safe	Strong South Ribble in the heart of a prosperous Lancashire	Strong and Healthy Communities	Efficient, effective and exceptional council
Our Objectives	<ol style="list-style-type: none"> Promote and maintain high quality public space and environments across the borough through effective and efficient services, education, enforcement, community involvement and working with partners. Work with communities in enhancing and promoting sustainability. Work with communities and partners to ensure that South Ribble remains a safe place, by tackling crime, anti social behaviour and fear of crime. 	<ol style="list-style-type: none"> Work on a Lancashire footprint to ensure that growth is managed in a way which benefits local communities and maintains the identity of South Ribble. Work with partners to drive forward City Deal, Enterprise, Growth, Regeneration and improvement programmes Improve the quality and standard of housing and property, in line with local needs. Explore the possibility of a combined authority. 	<ol style="list-style-type: none"> Work with partners on the public health agenda. Promote stronger, confident and more active communities throughout the borough, through effective community involvement and development. 	<ol style="list-style-type: none"> Deliver value for money in all aspects of the council's work, through challenging processes, supporting our employees and delivering exceptional customer service. Work within a sustainable and robust Medium Term Financial Strategy. Continue to develop a high quality, motivated and flexible workforce. Deliver and manage the Welfare Reform Agenda whilst protecting front line service delivery
Our Key Actions	<ol style="list-style-type: none"> Continue to seek opportunities to improve parks and open spaces across the borough. Work to enhance Worden Park as an asset and visitor attraction. Maximise recycling and reduce the amount of waste going to landfill, in line with our commitment to the current Lancashire Waste Strategy. Continue to embed changes as a result of the new waste collection partnership to achieve the desired levels of customer service and efficiencies. Further develop our approach to neighbourhood working, including changing resident behaviours around dog fouling, litter and fly tipping. Through the Safer Chorley and South Ribble Partnership, work to tackle crime, fear of crime and promote public confidence. 	<ol style="list-style-type: none"> Support development and delivery of the Cuerden Strategic Site & Samlesbury Enterprise Zone. Deliver the South Ribble Business Support and Place Promotion Programmes Work with neighbours to develop opportunities for economic regeneration. Work with partners to implement our Housing Framework and secure investment in housing. Work with our communities to deliver a joined up and long term approach to planning and development. Develop phased improvement plans to deliver the Central Park Masterplan. Work with partners to deliver and maximise the jobs, skills and procurement benefits derived from the agreed Preston, South Ribble, Lancashire City Deal, including promoting and marketing the Borough. Work with LCC and providers to improve the local transport infrastructure. 	<ol style="list-style-type: none"> Support Members to fulfil their role as community leaders. Implement My Neighbourhood action plans. Implement our equality and diversity action plan. Work with partners to offer the best possible opportunities to South Ribble's children and young people. Work with Lancashire County Council Public Health and other health partners on local health and wellbeing needs. Work with all stakeholders to deliver and promote an active lifestyle for all. 	<ol style="list-style-type: none"> Seek to continually improve, ensuring that council services are fit for purpose and customer focused. Effectively develop the organisation through a committed, skilled and motivated workforce. Establish opportunities to develop effective collaborative working with partners. Freeze the South Ribble element of the council tax for 2 years. Explore all viable options for income generation and financial savings in order to deliver the Council's efficiency agenda whilst protecting front line services. Deliver the 'we're going digital' business transformation strategy, explore delivery methods and maximise the use of e-communications. Manage the transition from Housing Benefit to Universal Credit and proposed welfare reforms. Strategically review the council's property assets.
Our Success Measures	<ol style="list-style-type: none"> 86% of residents satisfied with the cleanliness of the borough 88% of residents satisfied with the waste and recycling collection service 48% of household waste sent for reuse, recycling and composting 94% of residents satisfied with parks, playgrounds and open spaces 90% of residents with confidence in South Ribble being a safe place to live 	<ol style="list-style-type: none"> Deliver the range of City Deal initiatives as outlined in the City Deal Infrastructure Delivery Plan. Deliver the South Ribble Business Support and Place Promotion Programmes Implement 75% of actions in the Housing Framework No one stays in Bed & Breakfast accommodation longer than four weeks at any point in time. 12 long-term empty properties brought back into use (Long term properties are those that have been vacant for 12 months or longer) 	<ol style="list-style-type: none"> 80% of members satisfied with development opportunities. Deliver the 5 My Neighbourhood Plans 90% of residents satisfied overall with the local area as a place to live 93% of residents satisfied with sports and leisure facilities Deliver the Primary School Sports Coaching Programme comprising: <ul style="list-style-type: none"> Active Schools Coaching Programme Travel Active Schools Programme Active Schools Health & Wellbeing Programme No premises are rated as either 0, 1, or 2 in the National Food Hygiene Rating Scheme for longer than 12-months without enforcement being action taken 	<ol style="list-style-type: none"> 88% of residents satisfied with the Council External assessment: <ul style="list-style-type: none"> Customer Service Excellence Investors in People Council Tax & Business Rates <ul style="list-style-type: none"> Council tax freeze 98% in year collection rate for council tax 98% in year collection rate for NNDR business rates Achieve the savings agreed as part of the budget / financial strategy. 98% of customers satisfied with Gateway 98% staff satisfied with the Council as an employer

Corporate Plan 2016/17 – Performance Summary

The delivery of the Corporate Plan was supported through a series of key projects and service level business improvement plans. In each case, the resources required to deliver the projects and plans were broadly developed through the business planning process, and resources identified during the budget planning process. The year-end monitoring report position of the key performance measures are set out below:

Headlines:

- ▶ 12 of the corporate plan targets were achieved
- ▶ 10 corporate plan targets were not achieved
 - 6 were resident satisfaction targets
 - empty properties
 - council tax collection rate
 - employee satisfaction

- ▶ 2 corporate plan targets unable to be currently measured
- ▶ 25 of the corporate plan actions were achieved
- ▶ 3 of the corporate plan actions were not achieved
 - equality and diversity action plan
 - implementation of service reviews
 - income generation and efficiency savings

Highlights:

1. Efficiency targets achieved:
 - ▶ Efficiency plan published and sent to Government
 - ▶ £4.0m achieved – over previous 5 years

2. The Preston, South Ribble and Lancashire City Deal is being implemented
 - ▶ Potential of £1.0bn of investment over the next ten years via deal
 - Major contribution to economic prosperity of Lancashire
 - Cuerden regional strategic employment site masterplan agreed – foundation for creation of 2,500 jobs
 - Re-claimed from City Deal £0.459m
 - Cross-borough link road approved as part of residential development
 - Bamber Bridge regeneration scheme being implemented
 - Masterplans being produced for Penwortham, Leyland and Lostock Hall
 - Highways infrastructure work continues
 - Tank roundabout
 - Dualling of carriageway continues
 - House building has commenced
 - Croston Road/Heatherleigh
 - Lostock Hall Gas Works site

3. Waste and recycling service
 - ▶ New partnership with FCC Environment Services (UK) Ltd continues to be embedded
 - ▶ Low rate of missed bin collections – collection rate 99.985%

4. Worden Park
 - ▶ 20 years vision plan in place
 - ▶ Green flag retained
 - ▶ Created a new entrance
 - ▶ Other capital improvements include the refurbished fish pond decking, new signage, 1900 trees planted and completing the overflow car park

5. Investment continues to be made in our parks and open spaces
 - ▶ £0.100m investment in parks/open spaces
 - Capital projects delivered:
 - Resurfacing of footpaths: St Leonard's Church, Walton le-Dale
 - Drainage system in Shruggs Wood
 - External funding received for Hurst Grange Coach House restoration
 - 26 popular wildflower areas created
 - 11 friends volunteer groups in place
 - ▶ Prestigious Green Flags retained again for Worden Park, Longton Brickcroft, Hurst Grange Park
 - ▶ Opening of new Central Park/St Catherine's Park
 - 'green spine' to the Borough
 - Masterplan – consultation complete
 - New war memorial as part of St Catherine's Park being constructed and dedicated
6. Proactive approach to environmental enforcement continues
 - ▶ Investment in Neighbourhoods vehicles £0.238m
 - Neighbourhood officer vans high profile livery to highlight enforcement.
 - Hot spot Fly Tipping areas, increased patrols and signage.
 - ▶ Visits to schools – years 3 and 6
 - ▶ Total Fixed Penalty Notices issued is 72 of which
 - 51 dogs off leads
 - 7 dog fouling
 - 5 dog exclusion area
 - 3 fly tipping
 - 4 littering
 - 2 no waste transfer notes
 - Plus 93 Caution Letters issued
 - 1 prosecution and 2 prosecutions pending
7. 'My Neighbourhood' approach
 - ▶ refreshed My Neighbourhood plans and forum arrangements
 - ▶ residents', parish councils and community groups directly influence local priorities and projects
 - ▶ Successful projects include
 - Penwortham Live and Longton Live
 - Leyland in Bloom and gateway tractor feature
 - Community garden in Bamber Bridge
 - £0.100m investment in Walmer Bridge
 - Lostock Hall Market continues to be supported
 - Joined up project on reducing social isolation and supporting people with dementia
 - Love Where You Live campaign
8. Our Gateway Team retained the prestigious Customer Service Excellence accreditation for a further year and 97.83% Customer Satisfaction rating.
9. Economy and support for businesses
 - South Ribble place promotion programme developed
 - Partnerships developed further
 - North West Automotive Alliance
 - City Deal construction club
 - 255 businesses support (specific contacts to the team)
 - Launch of the South Ribble Truck Trail
 - Marshlands Employment Regeneration and enterprise project

- Commissioned business start-up support
- 5 business completed and benefited to date

10. £4.500m works to improve accessibility at Leyland Railway station have been completed.

11. The Planning Core Strategy and Local Plan has been agreed

- ▶ Community Infrastructure Levy process audited and scored the highest possible rating
- ▶ Consultation undertaken for Gypsy, Travellers and Travelling Showpeople
- ▶ Discussions with developers about key sites continue
 - Planning application received for Wesley Street Mill
 - Planning application agreed for Altcar Lane
 - Draft Masterplan being developed for Leyland Test Track

12. Our new Housing Framework continues to be implemented

- ▶ 80% of year 1 actions completed
- ▶ 2 empty properties brought back into use
- ▶ Disabled Facilities Grants on target with 89 cases complete/being progressed worth a total £0.408m.

13. Relationships continue to be built with Lancashire County Council, the Clinical Commissioning Groups and other health partners through the Chorley, Preston & South Ribble Health and Wellbeing Partnership

14. Investors in People Gold Standard retained

- health and wellbeing Investors in People accreditation retained

15. The leisure partnership and Sports Development Team continue to increase users and performance

- ▶ Bikeability – 862 children involved
 - 21 schools involved
- ▶ Swimming lessons participation – increased 20%
 - Nearly 3,100 children participating in our weekly swimming lesson programme (3% growth)
- ▶ Over 480 children engaged in regular tennis lessons (5% growth)
- ▶ Over 5,000 members of our fitness suites
 - Gym membership at Leyland Leisure Centre increased by 13%
- ▶ Quest Accreditation maintained at our 4 main Leisure facilities

Emerging/Exceptional issues:

16. An external review of the Council's licensing service was carried out during 2015/2016 following concerns. The final report provided assurance that the issues had been dealt with and the service was fit for purpose as agreed at Full Council on 20th July 2016.

17. The Council commissioned the Scrutiny Committee to look at how the external review was handled and make recommendations. The Scrutiny Committee recommendations along with feedback from the external auditor were incorporated into a corporate improvement plan, which has been championed by the Cabinet, Interim Chief Executive and Senior Management Team.

18. An LGA Peer Review was undertaken in March 2017, with progress and operational performance being commended by the review team. The recommendations from the peer review have been used to develop a new corporate improvement plan to take the Council forward.

19. A county-wide review of waste collections, changes to disposals and collection systems and cost sharing may result in a review of the Lancashire Waste Strategy.
20. An additional significant project that was unable to be included in the Corporate Plan due to the short timescales involved has been South Ribble's commitment to the Syrian Resettlement programme. Early indications are that the programme has been a success, but our support continues and will be evaluated throughout the process.
21. The Council approved its three year Medium Term Financial Strategy (MTFS) in February 2017 and are currently working towards the implementation of all the actions within it to achieve a balanced budget by 2019/2020.
22. The overall forecasted budget deficit is £3.4m, however, this projection contain a number of assumptions on presently unquantifiable changes planned for Local Government core funding such as the revision on the Business Rates Retention (BRR) scheme. This estimate also does not include and financial impact arising from the ongoing review of the Leisure Services Review.

More information about the Corporate Plan, and performance against it, can be found in the Year-end Performance Monitoring Report submitted to Scrutiny Committee on the 22nd June 2017 which can be accessed on the Council's website.

Context for the 2016/17 Accounts

Ongoing austerity measures remain the largest financial challenge for the Council. In February 2016 the government published the Local Government Finance Settlement for the period 2016/17 to 2019/20. The Council's last allocation of Revenue Support Grant (RSG) has been received in 2017/18 when it is in effect replaced with an additional business rates tariff in 2019/20. The reduction in RSG after 2016/17 is £661k. Despite the large reductions in funding, however, the Council agreed to accept the settlement in effect fixing it for the next 4 years to secure stability. In accordance with Government requirements, an Efficiency Plan was developed and published on the Council's [website](#) in October 2016 which outlines its approach to meeting the budgetary challenges it faces in the coming years. This was in advance of and an introduction to the more detail Medium Term Financial Strategy approved 1 March 2017. In November 2016 the Council received confirmation from DCLG on its four year RSG settlement.

This Council is part of the Lancashire Business Rates Pool which began on 1st April 2016. In a Business Rate Pool, tariffs, top-ups, levies and safety nets can be combined. This can result in a significantly lower levy rate or even a zero levy rate meaning that more or all of the business rate growth can be retained within the pool area instead of being payable to the Government. It is important to note, however, that the Levy payments that would have been paid over would have been used to fund the Safety net scheme. Therefore membership of a pooling agreement means that the Council also forfeits its entitlement to a Safety Net payment should substantial losses be experienced within one year for any unforeseen circumstance. In essence this requires the Council to be in a position to fund its own 'safety net' support by means of an earmarked reserve to act as an equalisation account.

The Lancashire Business Rates Pool, which includes most but not all of the local authorities in Lancashire, has been designated by the Secretary of State for Communities and Local Government and the retained levy in Lancashire has been distributed as follows:-

- Lancashire County Council is paid 10% of the overall retained levy;
- Each district within the pool retains 90% of their levy.

With regard to this council, the retained levy would be £1.116m hence under pooling the benefit of extra income is £1.005m. Lancashire County Council receiving the remaining 10% of retained levy.

Financial Performance in 2016/17

Reporting Cycle

The Council's 2016/17 revenue budget, capital programme, Medium Term Financial Strategy (MTFS), and Treasury Strategy were approved by Council on 2nd March 2016. Thereafter, monitoring reports were submitted at quarterly intervals to the Governance Committee. The reports are available on the Council's web site.

The purpose of revenue reporting being, in the main, to forecast the anticipated out-turn against the budget and monitor progress in achieving planned budgetary efficiencies. With regard to the Capital Programme, progress on individual schemes has been reported. The detailed 2016/17 Financial Out-turn position was reported to Governance Committee on 28th June 2017 which can be accessed on the Council's website. An Executive Summary is included below:-

Executive Summary of the Financial Out-turn Position 2016/17

Budget Planning/Medium Term Financial Strategy (MTFS)

The Budget Planning Process in 2016/17 set a balanced budget for 2016/17 with no contribution required from General Reserves. The key messages within the budget plan are summarised below: Council Tax for 2017/18 kept at the same level as 2016/17.

- £0.200m invested in the base budget on a recurring basis to support the delivery of the Corporate Improvement Plan by increasing capacity.
- The MTFS aims to deliver budget efficiency options to bridge the budget shortfall in its entirety by 2019/20.
- To help safeguard front-line services 60% of budget efficiencies will be achieved by increasing income.
- The introduction of a charge for the collection of Garden Waste which is a non-statutory service that has been provided on a complimentary free of charge basis. An annual charge of £30.00 per garden waste bin per year will be introduced from 1st April 2018.
- The reserves strategy is to retain the General Reserve at a level that is no lower than £4.0m by the end of the three year period contained within the 2017/18 MTFS to 2019/20.
- New Capital Investment in the Borough - The proposed Capital Programme to 2019/20 includes new investment into our assets in the sum of £0.330m to help safeguard a heritage asset in Worden Hall and to facilitate an increase in opportunities to generate income on a commercial basis within the Civic Centre's Banqueting Suite.

The Budget Out-turn Report

The summary year-end position is set out below to provide the financial context of the Corporate Plan and service delivery information.

Revenue Budget

In the Budget Planning Process in 2016/17, a contribution into general reserves of £0.245m was forecast. The actual year end out-turn position when compared to the Council's budget gives a surplus to be transferred to the general reserve of £0.403m being a net movement of £0.158m. The main variations being:

- Additional interest earned on cash invested.
- Less income from Building Control and Investment Property
- One-off outturn variations including; increase in the provision for bad debts, reduction in the Housing Benefit debtor and funding variations.
- Underspends in repair and maintenance of buildings mainly due to reduced staff resources during the year. Some works identified have been reprogrammed into 2017/18. Also a

contingency budget was retained to address any potential snagging issues with the installation of the new lift but this wasn't required.

- Additional income from, car parking, room hire, waste collection, land charges and court summonses.

Capital Budget

The following is a summary of the year end Capital programme, the main areas of spend being:-

- Vehicles , Plant and Equipment
- Parks and Open Spaces
- Housing Grants
- Asset Management
- Information Technology and Communication

	£000
Total projected out-turn budget 2016/17	2,641
Re-programmed into 2017/18	(439)
Underspend in 2016/17	(6)
Total Capital Expenditure 2016/17	2,196

The Capital Expenditure above was financed via the following:-

- Balances and Reserves
- Government Grants
- City Deal
- Revenue and Other Contributions
- Developers' Section 106 Receipts
- Borrowing

Reserves

The following table shows the Council's overall level of revenue reserves as at 31st March 2016 and 31st March 2017, subject to the approval of the Statement of Accounts as drafted. This shows a General Fund balance of £4.597 million at 31st March 2017.

REVENUE RESERVES	31/03/16 £000	31/03/17 £000
General Fund Balance	4,194	4,597
Earmarked and Other Reserves* <i>(including Business Rates Retention, see below)</i>	11,584	13,996
Total General Fund Reserves	15,778	18,593
<i>*Business Rates Retention</i>	<i>2,625</i>	<i>3,250</i>

The overall level of revenue reserves has increased by £2.815 million, comprising of an increase in the General Fund Balance of £0.403 million plus an increase of £2.412 million in Earmarked Reserves. The BRR provision is being managed at a level to mitigate the future risk of the new BRR scheme that is due to be implementation in 2019/20 and the simultaneous re-setting of the BRR Baseline Funding Level that will determine the amount of BRR the Council will be able to retain.

Future Financial Outlook

The Council has managed, in a very difficult environment, to maintain a reasonable financial position within the short term to the end of the year, however, a step change is forecast for 2018/19 as the forecasted budget deficit increases to in excess of £3.0m. The Medium Term Financial Strategy (MTFS) includes a programme of budget efficiencies to balance the budget over the medium term. Nevertheless a sense of urgency, organisational agility and a swift pace of change are all essential in order for this challenging programme to be delivered. The MTFS envisages no relaxing of the pressures and forecasts the following budget shortfalls over the next three years.

Forecasted Budget deficit to 2019/20 - (before MTFS budget efficiencies are applied)

YEAR	MTFS Forecasted Budget Deficit/(Surplus) £000
2017/18	Balanced
2018/19	3,002
2019/20	3,386

As in previous years, the need to deliver substantial year on year efficiencies is embedded into the Council's Medium Term Financial Strategy.

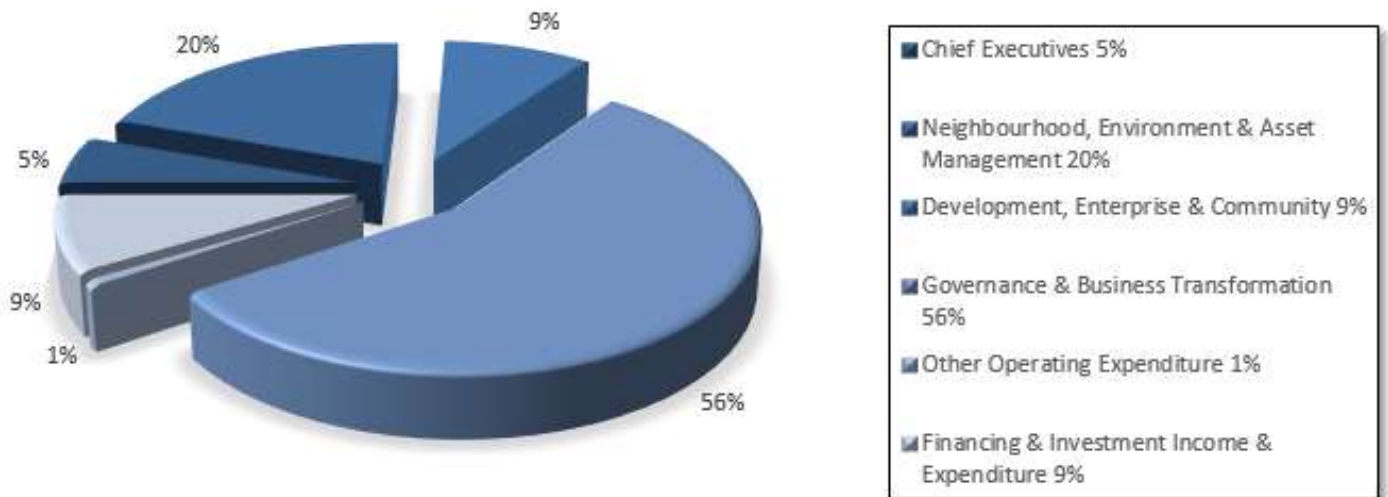
The main financial risks to the Council's financial standing are expected to be:

- A continued pressured economic climate and the impact of Central Government Spending Reviews resulting in substantial changes and reductions in core funding as the Government addresses the national public spending deficit. This creates future unknown variations which need to be estimated within the MTFS.
- Increased in-year and year to year fluctuations, uncertainty and risk with regard to Core Funding regimes, for example BRR performance and the achievement of new growth within the tax base.
- Further changes to other income streams such as New Homes Bonus (NHB) which was significantly reduced in the last Finance Settlement.
- The Business Rates Retention (BRR) regime, which passes the risk of significant fluctuations in income from Central Government to Local Government. As a result changes in the tax base will have a direct and immediate impact on the Council's core funding. This includes uncertainty about the level of successful appeals by businesses against their rates which poses a largely unknown risk for the Council's finances and forward projection of income are potentially more uncertain.
- Changes to BRR and NHB also impacts on the Council's City Deal Agreement with Lancashire County Council and Preston City Council.
- Impact of budget decisions taken by partner organisations.
- The potential financial impact of Brexit and also any future economic recession.

Where the Council's budget was spent

The gross expenditure for the Council is detailed in the Comprehensive Income and Expenditure Statement. In 2016/17 it consisted of:

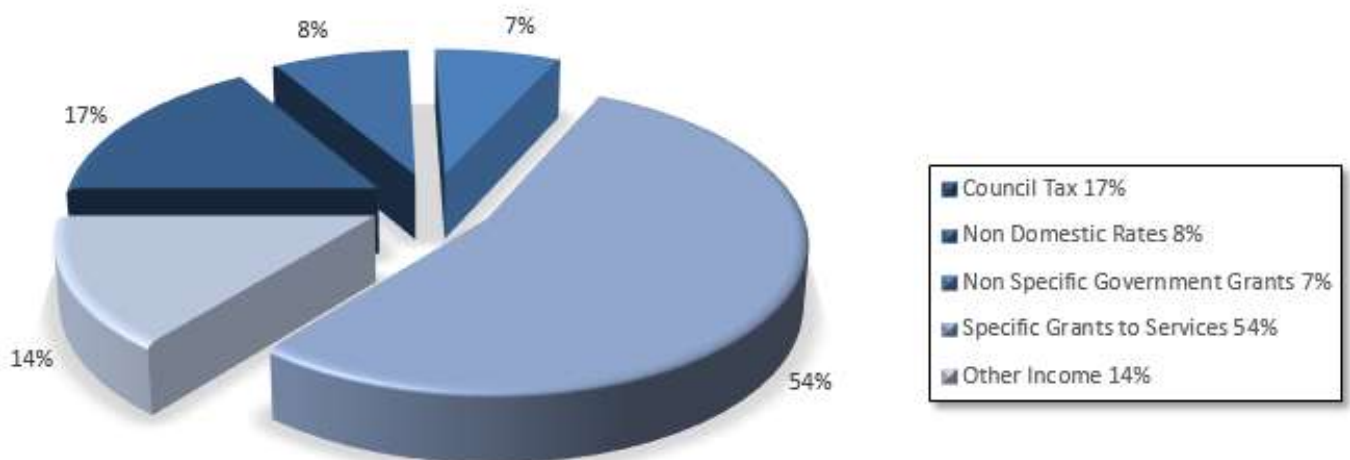
Where the money was spent



How the Council's spending was funded

The Gross Income for the Council is disclosed in the Comprehensive Income and Expenditure Statement. It consisted of:

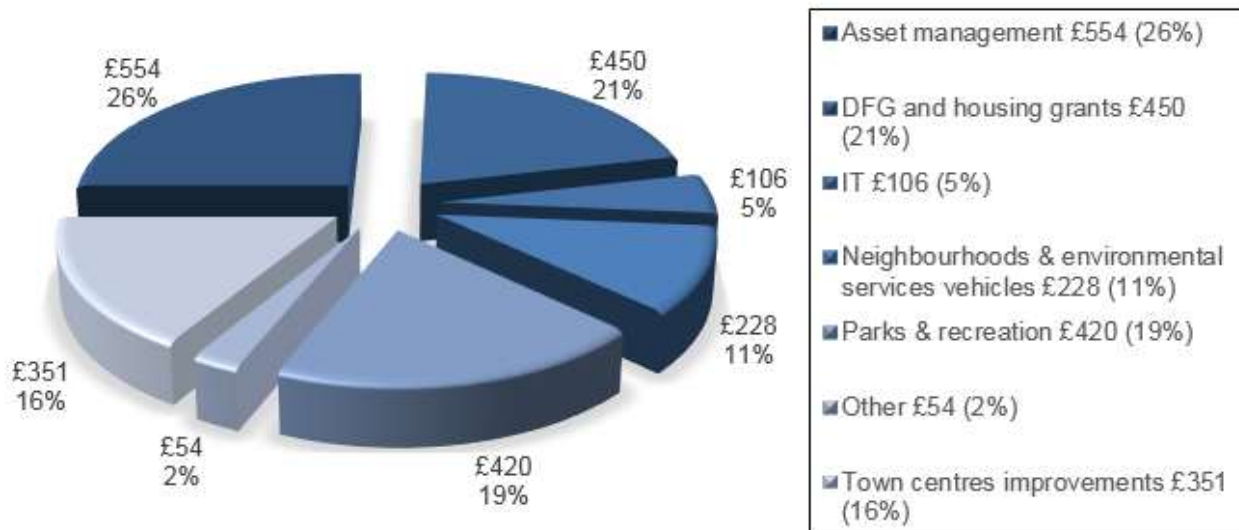
Where the money came from



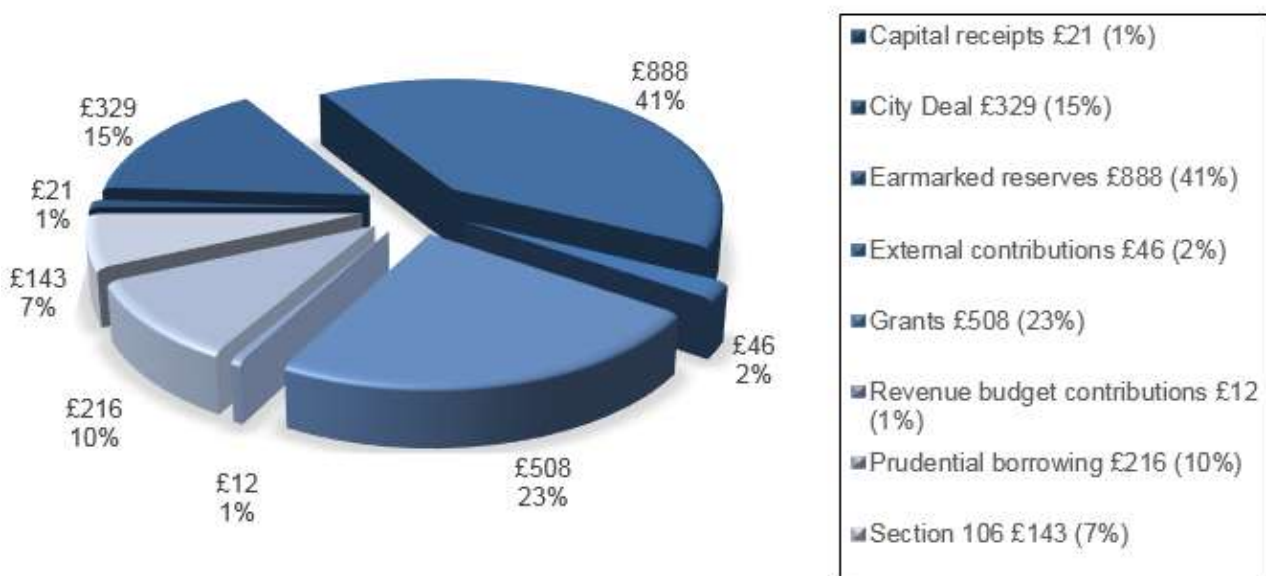
Capital Expenditure and Financing Summary

The Council incurs capital expenditure on its own buildings and equipment and it is also permitted to use capital resources to finance expenditure on grants for capital works by others, for instance for disabled adaptations by home owners. Capital expenditure totalled £2.163m and the following graphs detail the areas of expenditure and sources of finance in 2016/17:-

Capital Expenditure £'000



Capital Financing £'000



Treasury Management

The treasury operations of the Council are conducted in accordance with its annual Treasury Strategy. This strategy document identifies the investment and borrowing policies of the Council over a three-year period, specifying, amongst other things, the criteria for investment counterparties, the maximum duration and amount of investments, and the need for borrowings. The key facts for 2016/17 were:

- Investments were short-term, the maximum period permitted by the Council's Treasury Strategy being one year.
- Cash and cash equivalents and short-term investments were £28.879m at year-end, having peaked at £44.108m during the year. The average balance invested of £35.683m per day was higher than the average for 2015/16 of £31.317m despite not taking any long-term loans to finance capital investment.
- Prudential Borrowing of £0.216m to finance capital expenditure was from internal cash balances.
- In 2016/17 there have been no repayments in respect of the Heritable investment claim. The balance of the claim remaining to be recovered is still £0.040m. In total, £1.974m of the original £2.000m investment has been recovered. Recovery to date is around 98% of the claim value, which has exceeded expectations.
- The return on investments was 0.57%, a slight increase compared to the 0.55% achieved in 2015/16.
- In determining Council Tax charges, authorities have to make a specific provision for the financing of capital expenditure. The outstanding amount for which provision has to be made is known as the Capital Financing Requirement (CFR). During the year the CFR reduced from £5.902m to £5.302m, reflected in the reduced use of Prudential Borrowing and finance leasing to finance the reduced level of capital expenditure in year, note 35 provides more detail. The CFR will generate a charge to Council Tax (known as Minimum Revenue Provision – MRP) in future years.
- With regard to performance against the revenue budget for Interest Earned on Investments please see the budgeted and out-turn position from 2015/16 to 2017/18:-

Actual Out-turn 2015/16 £000	Original Budget 2016/17 £000	Estimated Out-turn 2016/17 £000	Actual Out-turn 2016/17 £000	Original Budget 2017/18 £000
171	165	188	205	69

- All investments during 2016/17 complied with the Council's policy.
- Had the average daily investment been deposited with the Debt Management Office (DMO) at the rate of 0.25%, the interest earned in the year would have been only £89,208, less than half the value actually earned.
- Note 17 Financial Instruments presents details of treasury operations, and the management of risk.

Pension Fund Liability

The pension fund deficit has increased by £6.451m, from £30.252m to £36.703m, being the net pension liabilities. This reflects the value of pension liabilities which the Council is required to pay in the future when they fall due, offset by the value of assets invested in the pension fund. In addition, the Council's pension fund has to be revalued every three years to set future contributions into the fund. The latest valuation was in 2016 which reported a funding level of

90%. The Council has a deficit recovery plan in place to reach a 100% funding level by making additional Deficit Recovery Contributions into the fund over the next 16 years.

This deficit figure is very much an estimate, being the actuary's assessment of the present value of the liabilities to be met by the fund over a long period less its current assets and anticipated future receipts. Note 37 presents detailed information about the Defined Benefit Pension Scheme.

Council Tax Base

The revision to the 2016/17 Tax Base, resulting in an increase of 361.1 to the number of Band D equivalent properties (as shown in the Table below), produced a net increase in Council Tax income of circa. £0.075m.

	2014/15	2015/16	2016/17
Number of Band D equivalent dwellings	33,560.5	34,454.5	34,815.6

Income Recovery

Note 19 analyses debtors by type, and note 17 further analyses the risk of default by debtors included within financial instruments.

The following table shows the in-year collection rates of local taxes. The reduction in rate of recovery of Council Tax in 2015/16 was consistent with the national trend as a result of implementing the Local Council Tax Support scheme to replace Council Tax Benefit. A fundamental change from Housing Benefit as residents are now required to pay a share of Council Tax. Since the year of implementation, however, the table below demonstrates that Council Tax collection performance has recovered to its previous levels during 2016/17.

	2013/14	2014/15	2015/16	2016/17
Council Tax	97.4%	97.4%	97.2%	97.4%
Business Rates	97.6%	98.0%	98.1%	98.3%

Collection Fund

Payments out of the Collection Fund for in-year Council Tax from 2014/15 to 2016/17 are set out below showing the funding for each precepting body. Further detail is available within the Collection Fund on page 107 of this document.

	2014/15 £000	2015/16 £000	2016/17 £000
Lancashire County Council	37,176	38,926	40,903
South Ribble Borough Council	7,247	7,435	7,575
Police and Crime Commissioner for Lancashire	5,234	5,480	5,648
Lancashire Fire and Rescue Service	2,136	2,235	2,280
Total	51,793	54,076	56,406

Payments out of the Collection Fund for in-year Business Rates from 2014/15 to 2016/17 are set out below showing the funding for each precepting body prior to the Top Up and Tariff adjustments that are applied which reduce South Ribble Borough Council's receipt and increase the amount received by Lancashire County Council and Lancashire Fire and Rescue Service. Further detail is available within the Collection Fund on page 107 of this document.

	2014/15 £000	2015/16 £000	2016/17 £000
Central Government	17,745	18,736	19,473
Lancashire County Council (before Top-Up grant received)	3,194	3,372	3,505
South Ribble Borough Council (prior to Tariff deduction)	14,196	14,989	15,578
Police and Crime Commissioner for Lancashire (not part of BRR regime)	-	-	-
Lancashire Fire and Rescue Service (before Top-Up grant received)	355	375	389
Total	35,490	37,472	38,945

SUMMARY POSITION, RISK AND CRITICAL MITIGATION

It is clear that the Council's in-year financial and non-financial performance in 2016/17 continues to be positive. The revenue account out-turn achieved an underspend at year end which provided an off-setting effect to the non-delivery of two of the Budget Efficiency savings targets (being Review of Vacant Post and Business Transformation project within the Neighbourhoods, Environmental and Asset Management Directorate). The capital out-turn has been managed to minimise the impact of borrowing and the Council has reserve balances that are earmarked to further manage financial risk and financial resilience from 2017/18, and future years, and in particularly in the run up to the Business Rates Retention changes due to be implemented in 2019/20.

Other key financial matters and other highly rated financial risks facing the Council are both external and internal. Namely Business Rates Retention and the importance of maintaining the level of financial benefit available from the Pooling Agreement, delivery of the approved Medium Term Financial Strategy (MTFS) and the emerging financial implications of the outcomes of the Review into Leisure Services provided within the borough.

There are significant risks as highlighted above, but there are risk management processes in place which together with robust strategy decision making, performance management framework, financial management and reporting, sets the Council is in a position to effectively manage those risks as it moves into 2017/18.

FURTHER INFORMATION

If you would like to receive any further information about these accounts, please do not hesitate to contact Susan Guinness, Acting Chief Finance Officer, Shared Financial Services, Civic Centre, West Paddock, Leyland, Lancashire, PR25 1DH.

Introduction to the Statement of Accounts

The Accounts and Audit Regulations 2015 require the Council to produce a Statement of Accounts for each financial year.

This Statement of Accounts has been prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2016/17 (The Code), which is based on International Financial reporting Standards.

The Statement of Accounts contain a number of sections and statements and these are explained below:

STATEMENTS TO THE ACCOUNTS

Page 26 **The Independent Auditor's Report** – This gives the auditor's opinion of the financial statements and of the Council's arrangements for securing economy, efficiency and effectiveness in the use of its resources.

Page 26 **The Annual Governance Statement** – The Council is required to conduct an annual review of the effectiveness of its system of corporate governance and to publish a statement on the adequacy of the system with its annual accounts. This statement is referred to as the Annual Governance Statement (AGS). The AGS explains our governance arrangements, the review of the governance framework against the Local Code of Governance and future plans to improve and strengthen the governance environment.

Page 49 **Statement of Responsibilities for the Statement of Accounts** – This summarises the responsibilities of the Council and the Responsible Financial Officer in relation to the Statement of Accounts.

Page 50 **Expenditure and Funding Analysis – Note to the Financial Statements** – The Expenditure and Funding Analysis Note 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 generally accepted accounting practices. It also shows how this expenditure is allocated for decision making purposes between the council's directorates.

CORE FINANCIAL STATEMENTS

The core financial statements consist of the following:

Page 51 **Comprehensive Income and Expenditure Statement** – This statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices.

Page 52 **Movement in Reserves Statement** – Levels of reserves, and movements therein, are indicators of the financial strength of the organisation. This statement distinguishes usable from unusable reserves. The distinction is explained in the Balance Sheet comment below.

The Movement in Reserves Statement shows the surplus or deficit arising in the year on the Provision of Service. This is the true economic cost of providing the authority's services (as detailed in the Comprehensive Income and Expenditure Statement). For

the purposes of council tax setting, however, a series of statutory adjustments are then made, resulting in a line entitled “Increase/Decrease in year”.

Page 53 **The Balance Sheet** – this shows the value of the assets and liabilities recognised by the authority. The total of these, the Net Assets, is matched by the authority’s reserves, as shown in the lower part of the Balance Sheet.

Reserves are categorised into “Usable”, i.e. available to fund expenditure or reduce local taxation, and “Unusable”. The latter includes the Revaluation Reserve (holding unrealised gains in property values), and other reserves holding amounts arising from differences between the accounting basis used in compiling the Comprehensive Income and Expenditure Statement and statutory basis prescribed for taxation purposes.

Page 54 **Cash Flow Statement** – this shows the changes in cash and cash equivalents during the reporting period. It shows how cash and cash equivalents are generated and used by classifying cash flows into operating, investment and financing activities.

Page 55 **Notes to the Main Financial Statements** – these add to and interpret the individual statements.

SUPPLEMENTARY FINANCIAL STATEMENTS

Page 107 **Collection Fund** – this is an agents statement that reflects the statutory obligation for billing authorities to record transactions relating to the collection of Council Tax and Non-Domestic Rates, and their distribution to precepting authorities, the Government, and the Council itself.

Page 108 **Notes to the Collection Fund** – these add to and interpret the Collection Fund statement.

MAIN ACCOUNTING CHANGES

There have been some accounting changes implemented in this Statement of Accounts for 2016/17 as described below:

The standards introduced by the Code of Practice on Local Authority Accounting in the United Kingdom 2016/17 include:

- Amendments to IAS 19 Employee Benefits (Defined Benefit Plans: Employee Contributions) – issued November 2013.
- Annual Improvements to IFRSs 2010–2012 Cycle – issued December 2013.
- Amendment to IFRS 11 Joint Arrangements (Accounting for Acquisitions of Interests in Joint Operations) – May 2014.
- Amendment to IAS 16 Property, Plant and Equipment and IAS 38 Intangible Assets (Clarification of Acceptable Methods of Depreciation and Amortisation) – May 2014.
- Amendment to IAS 16 and IAS 41 Agriculture (Bearer Plants) issued June 2014. This amendment does not apply to local authorities.
- Amendment to IAS 27 Separate Financial Statements (Equity Method in Separate Financial Statements) – issued September 2014. The Code has interpreted IAS 27 such that this amendment to IAS 27 does not apply to local authorities.
- Annual Improvements to IFRSs 2012–2014 Cycle – issued September 2014.
- Amendment to IAS 1 Presentation of Financial Statements (Disclosure Initiative) – issued December 2014.

Application of these standards is not expected to have a material impact on the Authority's financial statements.

Following CIPFA's 'Telling the Story' consultation, the Code of Practice on Local Authority Accounting in the United Kingdom 2016/17 was updated in two main ways

- to allow local authorities to report on the same basis as they are organised by breaking the formal link between the CIPFA's Service Reporting Code of Practice (SeRCoP) and the Comprehensive Income and Expenditure Statement, and
- to introduce a new Expenditure and Funding Analysis which provides a direct reconciliation between the way local authorities are funded and prepare their budget and the Comprehensive Income and Expenditure Statement in a way that is accessible to the lay reader. This analysis is supported by a streamlined Movement in Reserves Statement and replaces the current segmental reporting note.

As a result a number of changes have been made to the Council's core financial statements and new notes introduced to provide further information. The Comprehensive Income and Expenditure Account is now prepared in the same format as the Council's internal organisational and reporting structure. The key emphasis is on presenting figures in the financial statements in the same way as they are presented during the year in budget monitoring reports. The service analysis required by CIPFA's SeRCoP, which utilised standard headings for services such as Central Services, Corporate and Democratic Core, Environment & Regulatory, Cultural & Related Services, etc. and which required support services and overheads to be apportioned (recharged) to these standard headings, will no longer be used in the financial statements. Instead the financial statements will be prepared on an organisational basis reporting at directorate level. In accordance with the requirements of International Accounting Standard (IAS) 1 and The CIPFA Code, the new reporting format for the Comprehensive Income and Expenditure Account required full retrospective restatement. There is no impact on the balance sheet information as a result of this change and therefore a third balance sheet is not required. As mentioned above, the Expenditure and Funding Analysis has also been introduced to reconcile the Council's financial performance based on the General Fund to the Surplus and Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement. It can be found on page 50. Note 7 – Note to the Expenditure and Funding Analysis and note 0 - Income and Expenditure Analysed by Nature have been introduced to support the Expenditure and Funding Analysis and replace the Segmental Reporting note previously published.

Furthermore, the Council Joined the Lancashire Business Rates Pool on the 1 April 2016. In a Business Rate Pool, tariffs, top-ups, levies and safety nets can be combined. This can result in a significantly lower levy rate or even a zero levy rate meaning that more or all of the business rate growth can be retained within the pool area instead of being payable to the Government. For this Council the result was a reduction in levy of £1.005m from £1.116m to £0.111m. More information on the Lancashire Business Rates Pool can be found in note 13 on page 74 and note 3 to the Collection Fund on page 109.

Details of the Authority's accounting policies are presented in note 1 to the Core Financial Statements. Accounting standards that have been issued but which have not yet been adopted are disclosed in note 2.

The Independent Auditors Report



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SOUTH RIBBLE BOROUGH COUNCIL

We have audited the financial statements of South Ribble Borough Council (the "Authority") for the year ended 31 March 2017 under the Local Audit and Accountability Act 2014 (the "Act"). The financial statements comprise the Comprehensive Income and Expenditure Statement, the Movement in Reserves Statement, the Balance Sheet, the Cash Flow Statement, the Collection Fund and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2016/17.

This report is made solely to the members of the Authority, as a body, in accordance with Part 5 of the Act and as set out in paragraph 43 of the Statement of Responsibilities of Auditors and Audited Bodies published by Public Sector Audit Appointments Limited. Our audit work has been undertaken so that we might state to the members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Authority and the Authority's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of the Acting Chief Financial Officer and auditor

As explained more fully in the Statement of Responsibilities, the Acting Chief Financial Officer is responsible for the preparation of the Statement of Accounts, which includes the financial statements, in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2016/17, which give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law, the Code of Audit Practice published by the National Audit Office on behalf of the Comptroller and Auditor General (the "Code of Audit Practice") and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of whether the accounting policies are appropriate to the Authority's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Acting Chief Financial Officer; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Narrative Report and the Annual Governance Statement to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion:

- the financial statements present a true and fair view of the financial position of the Authority as at 31 March 2017 and of its expenditure and income for the year then ended; and
- the financial statements have been prepared properly in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2016/17 and applicable law.

Opinion on other matters

In our opinion, the other information published together with the audited financial statements in the Narrative Report and the Annual Governance Statement for the financial year for which the financial statements are prepared is consistent with the audited financial statements.

Matters on which we are required to report by exception

We are required to report to you if:

- in our opinion the Annual Governance Statement does not comply with the guidance included in 'Delivering Good Governance in Local Government: Framework (2016)' published by CIPFA and SOLACE; or
- we have reported a matter in the public interest under section 24 of the Act in the course of, or at the conclusion of the audit; or
- we have made a written recommendation to the Authority under section 24 of the Act in the course of, or at the conclusion of the audit; or
- we have exercised any other special powers of the auditor under the Act.

We have nothing to report in these respects.

Conclusion on the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources

Respective responsibilities of the Authority and auditor

The Authority is responsible for putting in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources, to ensure proper stewardship and governance, and to review regularly the adequacy and effectiveness of these arrangements.

We are required under Section 20(1)(c) of the Act to be satisfied that the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. We are not required to consider, nor have we considered, whether all aspects of the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

Scope of the review of the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources

We have undertaken our review in accordance with the Code of Audit Practice, having regard to the guidance on the specified criteria issued by the Comptroller and Auditor General in November 2016, as to whether the Authority had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people. The Comptroller and Auditor General determined this criteria as that necessary for us to consider under the Code of Audit Practice in satisfying ourselves whether the Authority put in place

proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2017.

We planned our work in accordance with the Code of Audit Practice. Based on our risk assessment, we undertook such work as we considered necessary to form a view on whether in all significant respects the Authority has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of its resources.

Basis for qualified conclusion

In considering the Authority's arrangements for securing economy, efficiency and effectiveness we identified the following matter:

On 12 September 2016 the Authority's Scrutiny Committee issued its report following a review of the way in which an external licensing investigation has been handled by the Authority. The report highlighted a number of failings in the Authority's procedures, including a major corporate governance failure within the Authority which resulted in significant damage to the Authority's reputation.

In December 2016 the Cabinet endorsed the development of a detailed improvement action plan to address the actions and progress was being made on meeting the milestones set out in the action plan. A Peer Review by the Local Government Association (LGA) in March 2017 found that whilst the actions outlined in the plan had been addressed to date, the pace of implementation remained slow. The Authority has responded to the review by setting up an Improvement Reference Group, which has been addressing the issues raised in the LGA report including those relating to improving governance.

This matter is evidence of weaknesses in proper arrangements for acting in the public interest, through demonstrating and applying the principles and values of good governance to support informed decision making.

Qualified conclusion

On the basis of our work, having regard to the guidance on the specified criteria issued by the Comptroller and Auditor General in November 2016, except for the effects of the matter described in the basis for qualified conclusion paragraph, we are satisfied that in all significant respects the Authority put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2017.

Certificate

We certify that we have completed the audit of the accounts of the Authority in accordance with the requirements of the Act and the Code of Audit Practice.

Mark Heap
for and on behalf of Grant Thornton UK LLP, Appointed Auditor

Grant Thornton UK LLP
4 Hardman Square
Spinningfields
Manchester M3 3EB

29 September 2017

Annual Governance Statement

1. What we are responsible for

South Ribble Borough Council is responsible for ensuring that its business is conducted in accordance with the law and to high standards and that there is a sound system of governance (incorporating the system of internal control). Public money must be protected and properly accounted for. We also have a duty under the Local Government Act 1999 to continually review and improve the way we work, while at the same time offering value for money and delivering an efficient and effective service.

To meet this responsibility we have put in place proper arrangements for overseeing what we do (this is what we mean by governance). These arrangements are intended to make sure we do the right things, in the right way, for the right people, in a fair, open, honest and accountable way.

We have approved and adopted a code of corporate governance (referred to as the local code) that is consistent with best practice governance principles for both public services and in particular for local government.

This governance statement explains how we have followed our local code and also met our statutory requirements.

2. Purpose of the Governance Framework

The governance framework comprises the systems, processes, culture and values by which we direct and control our activities including those by which we account to, engage with and lead the community. It enables us to monitor how we are achieving our long-term aims and to demonstrate where this has led to improved services that are delivering value for money. The council has responsibility for ensuring that there is a sound system of governance.

The system of internal control is a significant part of the framework and is designed to manage risk to a reasonable level. It cannot remove all risk of failing to achieve our priorities and aims, so it can only offer reasonable protection. It is based on an ongoing process that is designed to:

- Identify and prioritise the risks that could prevent us achieving our aims and objectives
- Assess the likelihood and impact of the risk occurring
- Manage the risks efficiently, effectively and economically.

3. Our Governance Framework

Our Governance Framework which was adopted by full Council at its meeting on the 24th of May 2017 promotes and demonstrates our commitment to the principles of good governance and incorporates the council's values that emphasise how we do things at South Ribble Borough Council.

The principal elements of our governance arrangements in 2016/17 and our commitment to our local code are described below:

3.1 Good governance means behaving with integrity, demonstrating strong commitment to ethical values, and respecting the law

- a) The council has a set of Core Values in place which guide everything we do.

- b) Our values of Integrity, Positive Attitude, Learning Organisation, Teamwork and Excellence are at the core of our business and they influence everything we do. They demonstrate that we are serious not just about what is achieved but also how business is done.
- c) Our Core Values are incorporated into job descriptions for senior managers and embedded into our performance appraisal process.
- d) We have a robust Members' Code of Conduct in place which has recently been reviewed by our Standards Committee.
- e) We have a robust Employee Code of Conduct in place.
- f) We are committed to raising the profile of our Standards Committee – more regular meetings are now scheduled in and a work programme has been developed. Designated officer support is in place.
- g) We have strengthened our standards arrangements by appointing a second Independent Person.
- h) The Protocol for the Independent Person has been formalised and is included in the Constitution.
- i) We have an Investigation and Hearing policy which sets out how we deal with complaints against Members.
- j) We have regular Member learning hours as well as tailored training for members on particular committees.
- k) We have a suite of relevant policies in place – i.e. Whistleblowing policy, Anti Fraud and Corruption Strategy, Fraud Response Plan, Anti Bribery Policy, Anti Money Laundering Policy and Guidance, Regulation of Investigatory Powers Act.
- l) We have an induction programme for new Officers and Members.
- m) Members regularly receive advice relating to declaration of interests – whether at committee meetings or (where possible) before any such meetings.
- n) Officers and members periodically receive training regarding the declaration of interests.
- o) We have a register of interests in place for officers and members to declare interests.
- p) Members are advised on an annual basis to review their declaration of interest's forms.
- q) Members' interests are published online.
- r) We have Financial Regulations and Contract Procedure Rules in place.
- s) We have commenced the process of reviewing and updating our Constitution.
- t) Contracts and service specifications for the main partnerships are informed by our values.
- u) Formal agreements are embedded for all key partnerships – contracts held by Legal services.

3.2 Good governance means ensuring openness and comprehensive stakeholder engagement

- a) The council's vision and priorities are developed through joint working and consultation with our partners.
- b) Our Corporate Plan provides a focus, sets out the priority objectives, key targets and supporting improvement actions.
- c) Our Corporate Plan is reviewed and updated on an annual basis.
- d) Our Corporate Plan is communicated via Website, Connect, Team Brief and performance appraisal.
- e) Our service area plans are designed to be in harmony with our Corporate Plan.
- f) Significant consultation takes place with voluntary, community and faith sector groups via the South Ribble Voluntary, Community and Faith Sector (VCFS) Network.
- g) South Ribble Partnership's Sustainable Community Strategy was refreshed in April 2017 and a new action plan developed for 2017-18.
- h) The Sustainable Community Strategy is closely aligned with My Neighbourhood plans and with the South Ribble VCFS Network.
- i) Council representation on South Ribble Partnership includes the Leader (vice chair) and the Chief Executive.
- j) The South Ribble Partnership Manager chairs the VCFS project group which is made up of the Partnership and the VCFS Network.
- k) Chorley and South Ribble Disability Forum for disabled residents meets quarterly.
- l) We have in place a Safer Chorley and South Ribble Community Safety Partnership.
- m) My Neighbourhood forums involve local communities shaping and delivering improvements to enrich the lives of local people.
- n) We liaise with Parish and Town councils over the distribution of monies received via the Community Infrastructure Levy
- o) We collaborate closely with Lancashire County Council and Preston City Council over the governance and delivery of City Deal
- p) We have a Staff Involvement Panel in place.
- q) Council and Committee agendas and decisions are available to the public except where confidential matters are being disclosed.
- r) Wherever possible exempt reports are made public following a six month period upon request.
- s) Public participation is encouraged at our council and committee meetings – for example at Planning committee the public have greater rights to speak than is found at many councils.

- t) Requirements of the Code of Transparency are being met and in some areas exceeded – the Monitoring Officer is carrying out a further review of this.
- u) The culture in the council is that wherever possible all reports should be open to the public; we minimise the number of exempt reports.
- v) We have a Communication Strategy in place.
- w) The Corporate Plan, financial strategy and governance arrangements are reviewed annually and incorporate the key improvement areas. They ensure that resources are directed towards our priority areas and that our aims are realistic in the context of the funding constraints placed upon us.
- x) The council uses a range of mechanisms to understand the views and needs of its residents and partners. These include: a residents' survey, public meetings, partnerships, multi-agency working, community and voluntary groups.
- y) The council is constantly examining its service delivery arrangements based on feedback in order to achieve best value, improve customer service and take corrective action as necessary.
- z) Scrutiny Committee report to every Council meeting – it meets 6 times a year – Scrutiny Committee have clear terms of reference
- aa) All council/committee agendas, reports and minutes are openly available and can be viewed.
- bb) Every two years we have an Employee survey (the last in November 2016).
- cc) Staff are consulted on matters through a Staff Involvement Panel, CONNECT (corporate intranet) and the Core Managers' group. Staff briefings are led by the Leader and the Chief Executive.
- dd) Our People Action Plan was reviewed and progress on performance against the plan reported to Scrutiny within the new Transformation Strategy that has replaced the Our People Plan from July 2017.
- ee) There is monthly formal Chief Executive/Unison Consultation and informal consultation as required.

3.3 Good governance means defining outcomes in terms of sustainable economic, social and environmental benefits

- a) The Corporate Plan 2017/2018 was agreed by Council in March 2017 – it reflects the council's priorities.
- b) The South Ribble Partnership's Sustainable Community Strategy is aligned with countrywide priorities. The Council's Corporate Plan and priorities of partners are aligned to this.
- c) The council's Local Code of Governance has recently been updated to reflect the latest Chartered Institute of Public Finance and Accountancy guidance.
- d) There is an annual review process resulting in a Governance improvement action plan.
- e) The South Ribble Partnership is made up of a number of organisations which represent each sector from South Ribble – they lead and influence the strategic vision of the Partnership.

- f) My Neighbourhood Forum areas have scheduled meetings three times a year.
- g) Neighbourhood plans are in place and are available to view via the council website.
- h) Contracts are in place for our major partnerships covering in particular Waste, Leisure, City Deal, Payroll, and Shared Services (with Chorley Borough Council).
- i) We have a system of Annual Service Assurance Statements in place.
- j) Half yearly performance reports are produced and presented to Cabinet and Scrutiny. In 2017-18, more frequent performance reporting has been introduced.
- k) We have a Complaints procedure in place for public – available on website. This has recently been reviewed and updated.
- l) Our Customer Charter informs Customers of their right to complain.
- m) All identified Internal Audit Management Actions have been implemented.
- n) We have a new Transformation Strategy in place for 2017-18 and are developing a transformation programme that will demonstrate our continued commitment to service improvement and financial savings.
- o) We continue to explore collaborative and partnership working arrangements to increase efficiency and provide value for money.
- p) We have in place a Disaster Recovery Plan, an Emergency Plan and a Business Continuity Plan.

3.4 Good governance means determining the interventions necessary to optimise the achievement of the intended outcomes

- a) The Council's constitution governs the way we conduct our business and is based on the principles of *accountability, transparency, efficiency and openness*.
- b) The Constitution and Scheme of Delegation provide the framework in which interventions can take place.
- c) Scrutiny Committee has a vital role to play in scrutinising and challenging the decisions of cabinet and individual officers.
- d) The Scrutiny Committee supports citizens in highlighting community matters by holding public inquiries into matters of local concern.
- e) Codes of Conduct and protocols help to ensure effective communication between members and Officers.
- f) The Monitoring Officer regularly advises on the correct interpretation of the Scheme of Delegation.
- g) Our delegated decisions are published and are subject to call in.
- h) Wherever possible the Monitoring Officer discourages exempt committee reports.
- i) Records of all delegated decisions and supporting documentation are maintained.

- j) Minutes of Council and Committee minutes are published.
- k) Reports set out alternative courses of action (to what is proposed) in all appropriate circumstances.
- l) We have a Financial Strategy in place backed up with robust budget monitoring.
- m) My Neighbourhood Forums and Neighbourhood plans are aligned to the Corporate Plan.
- n) Working with Penwortham Town Council the Penwortham Neighbourhood Plan has now been introduced.
- o) We have a corporate risk register in place.
- p) Contract Procedure Rules and the guidance accompanying them contains advice on the social value dimension of procurement – this is backed up by advice from the council's legal and procurement officers
- q) Our Key Targets link to the Corporate Plan – Corporate Plan success measures are reported to Scrutiny and Cabinet on a half yearly basis and will be reported more frequently in 2017-18.
- r) Protocols ensure that communication between elected members and officers is both effective and appropriate.

3.5 Good governance means developing the council's capacity, including the capacity of its leadership and the individuals in it

- a) The council has a strong record of investing in its workforce to develop the culture of the organisation and ensure that current and future strategic priorities are met. The Council has Investors In People Gold and will seek renewal of this later in 2017.
- b) Members and officers work in partnership to deliver the priorities, promote our values and work collaboratively across Lancashire.
- c) Our People Plan aligns workforce and organisational objectives with the council's values and Corporate Plan. This has recently been replaced with a new Transformation Strategy approved by the Cabinet in July 2017.
- d) Budget alignment with key priority areas provides capacity and investment.
- e) We had a Member Induction and Development Plan which identified the priority objectives and actions for member development – our new Transformation Strategy has recently replaced this.
- f) Our People Plan identifies the priority areas for officer development and monitoring is undertaken by the Senior Management Team and the Scrutiny Committee. This has recently been replaced by the new Transformation Strategy.
- g) All employees have an annual performance appraisal to ensure that the organisation has a skilled and trained workforce. The appraisal process evaluates skills, performance and application of the council's values.
- h) Coaching is now offered to all officers as part of the appraisal process.

- i) The performance appraisal scheme is informed by our values – this is an aid to succession planning.
- j) Good practice standards are annually assessed against the Chartered Institute of Public Finance and Accountancy statements for the roles of the Chief Finance Officer and the Head of Internal Audit.
- k) The Council is committed to increasing its capacity by working in partnership with a wide range of organisations including public, private and voluntary sector and community groups to build and share resources and deliver locally joined up services.
- l) Private sector partnerships provide investment and enhanced customer service for Leisure and Waste services.
- m) A long term partnership with Chorley Borough Council to deliver Financial and Assurance services both increases capacity and skills whilst delivering efficiency savings.
- n) The role of the three statutory officers are explained in the council’s Constitution.
- o) Incorporated in all council reports are comments from both the section 151 officer and the Monitoring Officer.
- p) The section 151 officer is supported in her role by the shared financial services team – this is a service that we share with Chorley Borough Council.
- q) The Monitoring Officer is supported by the council’s legal services team.
- r) The Chief Executive is the Head of Paid Service – she is supported by the Senior Management Team.
- s) Each year the Leader looks at the members making up the committees and decides upon the numbers of members from each group for each committee based on political proportionality. Following consultation with each political group leader, proposals for the membership and chairmanship of each committee is submitted for approval by Council to the first business meeting of full Council each municipal year.
- t) Council business is conducted in accordance with the Constitution which governs and controls its business responsibilities and activities. We have commenced a fundamental review of our Constitution.
- u) The role and responsibilities of all members, senior officers and the Council’s committee structure are clearly defined.
- v) The constitution also clearly explains how decisions are made; the extent of delegated powers and includes standing orders, contract procedure rules and financial regulations.
- w) Each Cabinet Member has portfolio responsibilities for leading strategic matters and for championing specific services and initiatives.
- x) There are appropriate protocols within the Constitution.
- y) Governance arrangements have been established to oversee the City Deal in which we play a key part.
- z) Scrutiny Committee identifies areas to review as part of its annual work programme.

- aa) Pay and conditions policies and practices for employees are reviewed regularly – the Pay Policy is reviewed and approved annually by Council.
- bb) Members Allowances Remuneration Panel in place as per the Constitution to provide advice on Scheme of Payment of Members' Allowances.
- cc) Our values and integrated approach to financial and risk management are key to sustained progress against priorities.
- dd) Cabinet, Scrutiny and Senior Management Team monitor overall performance on a half yearly basis to manage delivery of the Corporate Plan. In 2017-18 reporting will be more frequent.
- ee) The Corporate Plan is supported by financial, risk and other cross cutting strategies and further deployed through service and individual performance plans to ensure that resources are focused on agreed priorities.
- ff) In terms of partnership working key contracts are held by Legal Services. Assurance as to such working is obtained through Service Assurance Statements. South Ribble Partnership governance arrangements are in place.
- gg) Success in leadership and workforce related governance has been recognised in the achievement of Investors in People.

3.6 Good governance means managing risks and performance through robust internal control and strong financial management

- a) The Council has a comprehensive Risk Management Policy and Strategy that outlines the responsibilities for risk and is endorsed by the Leader of the council and the Chief Executive.
- b) The Chief Executive has overall responsibility for risk management; a cabinet member has portfolio responsibility; operationally a Head of Service leads the risk management function and is recognised as the officer champion. Governance, Risk Assessment & Control Evaluation software (GRACE) has been procured and implemented which has enabled more robust and continuous risk and control self-assessment by services.
- c) The Senior Management Team (SMT) functions as the corporate risk management group and annually agrees and prioritises the corporate risk register which is aligned with the corporate plan.
- d) The council has a variety of control mechanisms to ensure compliance with legal requirements, public law and Council policy. These include the roles of the Monitoring Officer; the Chief Financial Officer (Section 151); the assurance work undertaken by both External and Internal Audit; and the Council's committee reporting system.
- e) The council maintains a robust Internal Audit service, which annually provides an independent and objective opinion on the internal control environment, verifies compliance with policies, laws and regulations, evaluates and makes recommendations to improve the effectiveness of risk management, value for money and governance processes.
- f) Cabinet is supported and challenged by the Scrutiny Committee which plays an active role in scrutinising decisions, monitoring performance, shaping policies and strategies and reviewing the effectiveness of partnerships and external organisations.

- g) The Governance Committee is responsible for reviewing and challenging the adequacy of the council's governance arrangements. It closely monitors progress on control matters including improvement plans, external and internal audit programmes and reports, risk management, budget and financial investment reports.
- h) The Head of Shared Assurance Services is a member of the Senior Management Team and reports directly to Governance Committee.
- i) The Audit Plan is compiled following consultation with Directors and Heads of Service.
- j) Legal and Finance review all Committee reports and delegated decisions.
- k) The council takes a proactive approach to both prevent and detect fraud and this is supported by the Council's Anti-Fraud & Corruption Strategy, Internal Audit programmes, fraud investigations, participation in National Fraud Initiative exercises, and publication of proven cases.
- l) A Complaints Procedure and a Whistle-Blowing Policy are kept under review, providing the opportunity for the public and employees to raise issues for investigation.
- m) The Monitoring Officer is responsible for keeping abreast of all legal requirements and informing relevant officers.
- n) The council has a suite of policies in place dealing with the issue of data management – safe collection, storage, use and sharing of data.
- o) Throughout the period in question there have been no reported breaches of data protection Legislation.

3.7 Good governance means implementing good practices in transparency, reporting and audit to deliver effective accountability

- a) The council maintains a user friendly and up to date Website.
- b) Corporate plan is approved by full Council and communicated via our Website.
- c) The Corporate Plan is communicated to employees via Connect and Team Brief.
- d) The South Ribble Partnership is made up of a number of organisations which represent each sector from South Ribble.
- e) My Neighbourhood forums are a key opportunity to communicate directly with the local community.
- f) The Constitution is currently being updated – wherever possible plain English is being used.
- g) The Council have recently had a Local Government Association Corporate Peer Challenge – the findings of this have informed further improvement work in the Council that is now underway.
- h) All recommended corrective action by either External or Internal Audit is carried out.
- i) The Transparency Code has been complied with – the Monitoring Officer is reviewing this to make sure that everything that can be done in this area is done.

- j) Annual financial statements are provided.
- k) An annual Governance statement is provided.

4. Our Commitment to Excellence

The Council has a responsibility to keep the effectiveness of its governance arrangements under review to ensure continuous improvement. This review is informed by the work of the Governance Committee supported by management, internal and external auditors and other review agencies. The governance issues that the Council faced last year are well documented and informed the 2016 AGS and accompanying Action Plan. As a consequence of which the Council has had a very busy period in doing everything practicable to address all governance issues and ensure that the Council is in as strong a position as possible for moving forward.

The following aspects are highlighted for assurance purposes:

INTERIM MANAGEMENT ARRANGEMENTS

In October 2016 (following the departure of the Council's previous Chief Executive) an Interim Chief Executive/Head of Paid Service was appointed. Subsequently an Interim Corporate Governance Manager and an Interim Corporate Improvement Manager were also appointed. The Interim Corporate Governance Manager and the Interim Corporate Improvement Manager are members of the Senior Management Team. These interim arrangements were put in place to ensure that the council could move forward effectively and address the failings that had been identified by the Scrutiny review into Licensing and subsequently incorporated into our 2016 AGS. More generally these interim appointments were designed to improve the governance and performance culture of the council. More recently (May 2017) the council appointed an Interim HR and OD Consultant. Part of her brief was to address any issues relating to staff morale. In July 2017 the Council appointed its new permanent Chief Executive/Head of Paid Service who has undertaken a review of the senior management structure. The senior interim officers will remain in post until this restructure has been implemented.

IMPROVEMENT PLAN

The Cabinet approved a corporate improvement plan in February 2017 to address the recommendations arising from the Scrutiny Review of Licensing and issues identified during the development of the 2016 Annual Governance Statement. It should be pointed out that the process for approving the 2016 Annual Governance Statement turned out to be a rather convoluted one (largely because of the governance issues that had emerged from the Scrutiny review of Licensing). The 2016 Annual Governance Statement was not formally approved by Governance committee until December 2016 – hence the council has had less than the usual 12 months to implement the agreed Action Plan. That said substantial progress has still been made in delivering the improvement activities.

Two actions in the plan that are worthy of specific note are the commissioning of a diagnostic by the Centre for Public Scrutiny to inform a programme of member training and personal development (which took place in February 2017) and the LGA Corporate Peer Challenge (which took place during March 2017). In addition, a review of Licensing was undertaken by Commissioner Mary Ney. A new Social media Policy for members has also been approved and adopted.

Centre for Public Scrutiny (CfPS) Diagnostic – key findings

The CfPS undertook a diagnostic audit in February 2017 interviewing members and officers both individually and in groups. The key findings of the subsequent diagnostic report were:

- There was need for both members and officers to take collective responsibility for driving a change in culture as well as the current improvement agenda. Everyone is responsible for making the council better.
- Members and officers to explore the implications of a member-led authority and the respective roles and responsibilities of members and officers. Trust and mutual respect needs to be rebuilt and basic mechanisms re-established to ensure effective decision making. Poor staff morale needs to be addressed.
- There was a need for the Leader and Cabinet to express a clear vision for the authority.
- Cabinet members to explore their individual leadership style and how they will work collectively in the future.
- The controlling political group to exhibit stronger discipline and focus.
- The council's whole membership need to look at their own behaviours as a way of breaking the current cycle of behaviour.
- Cross party working needs strengthening.
- All elected members and political groups to work constructively to improve the council and focus on good outcomes for local residents and businesses. The 'One Team one Council' ethos need to be re-established.

LGA Corporate Peer Challenge (Peer Review)

The Peer Review took place in March and the final report was reported to Cabinet and published in June. Key findings include:

- There was a need for clear leadership in the Council
- There was an urgent need for a robust financial implementation plan for the short to medium term
- Clear priorities needed to be identified and linked to a robust financial plan
- The council needs to fill key senior management roles
- The council needs to strengthen statutory officer arrangements
- There was a need for all political parties to seek to gain consensus on the Council's strategic issues to improve the political stability of the council
- There was a need for senior members to ensure strong standards of personal behaviour in order to provide stronger leadership of the council.

Following on from this a new Corporate Improvement Plan was developed, the key themes of which are as follows:

- Strong and effective political and managerial leadership;
- The development of a clear and concise vision for the future of the Borough and the Council;
- Delivery of the MTFS, including business transformation, shared services and the review of leisure
- A review of different models for the operation of the Governance Committee

A cross party Improvement Reference Group (IRG) chaired by the Leader of the Council has been established. The group is a partnership between the Council and the Local Government Association the purpose of which is to provide oversight, support and challenge to the Council's improvement and transformation journey.

COMMISSIONER MARY NEY REVIEW OF LICENSING

This review was undertaken in March 2017 and comprised of:

- A review of the current policy and any guidance/implementation documents;
- A health check of the approach to policy implementation and decision making to include:
 - Reviewing a sample of 5 recent case decisions by officers and members, including review of case files, committee agendas/reports, statements of decision.
 - Meetings with the Chair of Licensing, Licensing Manager and the lawyer advisor to members panel
- Finalising feedback and providing to Director and Chair of Licensing.
- Providing Seminar Session for Members and Officers.

Overall Commissioner Mary Ney was very supportive of the work of the council's licensing team. In particular (amongst other things) she found:

- A commitment from officers and members to improve the service
- There was a new Taxi licensing policy in place
- Following on from the preceding point there were more robust standards on dealing with convictions and other information
- An implementation plan was in place to tackle a variety of areas of improvement

Commissioner Mary Ney made some suggestions on issues we could consider for further improving the licensing service. These included:

- Rollout an enhanced safeguarding training offer
- Develop and embed an approach to case hearings
- Promote the Complaints procedure
- Audit drivers against the new standards

All issues identified by the review have been carefully considered and appropriately actioned.

STAFF SURVEY

In November 2016 a staff survey was carried out to gauge how staff felt about a number of issues. This was on the back of what had been a difficult year for the council. The results of the survey were concerning. A number of staff were clearly not feeling very positive about the organisation from a number of points of view – for example concerns about member/officer relations and the quality of communication were raised. Since then significant steps have been taken to improve staff morale. A new Transformation Strategy has been approved by the Cabinet. Further a Communications Strategy has also been developed, approved and implemented. All of these strategies and the actions that underpin them are designed to address the issues raised by the Staff Survey. Furthermore, Scrutiny Committee has recently carried out a review of this issue. They have found that significant progress has been made towards addressing staff morale issues and that there is now a clear direction of travel for continuous improvement.

INTERNAL AUDIT REVIEWS OF LICENSING, FLEXTIME & OVERTIME

Previously reported control issues in respect of the Licensing Service, flexitime and overtime have also been rectified.

Licensing - as agreed with the Chair of the Governance Committee, the Internal Audit follow up review of Licensing was undertaken in January 2017 once the management arrangements within the service had stabilised. The review confirmed that the key control issues regarding the issuing of taxi licences had been rectified. Some residual control matters relating to the documentation of

procedures and enforcement activities are still being addressed and these are contained within the Licensing Service Improvement Plan which is being monitored by the General Licensing Committee.

Internal Audit will undertake a further, comprehensive review of Licensing as a matter of priority in 2018/19 to enable all improvement activities to become established.

Flexi-time and Overtime - the Head of Human Resources presented a report to the Governance Committee in November 2016, which gave assurances that the issues identified in the reviews carried out by Internal Audit had been addressed. Recent checks undertaken by Internal Audit on both flexitime and overtime confirm that the controls within the systems are now working effectively.

FURTHER ASSURANCE

Internal Audit and Risk Management frameworks are embedded and the services maintain excellent working relationships with the Governance Committee, Senior Management and the Council's External Auditors to provide an integrated approach to the delivery of assurance services. The Internal Audit Service provides an independent opinion on the adequacy of the internal control system. All recommendations for improvement actions are agreed with senior management and overall progress is reported to the Governance Committee.

The Public Sector Internal Audit Standards requires the Head of Shared Assurance to provide an opinion on the overall adequacy and effectiveness of the organisation's framework of control, risk management and governance.

Control – no Internal Audit reports with a limited assurance rating were issued during 2016-17.

Risk Management – the current arrangements are in the process of being strengthened by the introduction of the GRACE risk management software;

Governance – a range of actions have recently been taken to strengthen the Council's governance arrangements (see section 5 below). The Annual Governance Statement Action Plan shown below includes details of actions to further strengthen Council's governance arrangements.

The 2017 AGS has been produced following an extremely rigorous assessment process, both internal and external and it is therefore the opinion of the Head of Shared Assurance that once the remaining improvement actions are implemented, the Council's system of corporate governance will incorporate the very highest standards of practice. It is also the opinion of the Head of Shared Assurance that the council's assurance arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Head of Internal Audit (2010) and the Public Sector Internal Audit Standards.

Section 151 Officer Comments – It is the opinion of the Section 151 Officer that the council's financial management arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2015). Everything possible has been done to make our Medium Term Financial Strategy (MTFS) as robust as possible; it is clearly imperative that the council should monitor performance against the MTFS targets on a regular basis and do everything feasible to ensure full delivery and implementation.

Members play an active role in promoting and strengthening our governance arrangements. This is demonstrated particularly by the Governance, Standards and Scrutiny Committees and the Shared Services Joint Committee.

The Governance Committee has enhanced member oversight and scrutiny of the Council's business controls. The committee is supported by a senior officer group and both contribute to the continuous improvement and strengthening of the governance environment. In 2016/17 the committee has received regular reports on governance, finance and risk. Of particular note it has commenced a major review of our Constitution – procedure rules for Cabinet, Scrutiny and Standards committees

have already been reviewed. In addition Governance Committee has, amongst other things, considered reports on:

- Budget Management
- Treasury Management Activity
- The work of Internal Audit
- The work of External Audit
- Statutory Statement of Accounting
- The Capital programme
- City Deal
- Local Code of Governance

The Joint Committee monitors service performance of the Shared Assurance and Finance Partnership between South Ribble Borough and Chorley Borough Councils, and is a good example of our effective governance of partnerships. In 2016/17 the committee monitored the continuous improvement plans that are aimed at strengthening the financial management and assurance arrangements for both councils.

In 2016/17 the Standards Committee continued to promote high ethical standards. There has been a determination to raise the profile of Standards Committee and to ensure that it meets on a more regular basis (at least 4 times a year). With this in mind a work programme has been developed and approved. Work so far carried out has included a review of the Code of Conduct for members and the drafting of a protocol on the use of social media. There were no formal complaints taken to the Standards Committee as such throughout the period; such complaints (if considered valid) are often dealt with by the taking of appropriate informal action such as a member apologising or agreeing to undertake training.

The Scrutiny Committee continues to provide a high degree of challenge and holds a central role in monitoring Council performance through half yearly progress reports of the Corporate Plan. More frequent performance reporting against the Corporate Plan is scheduled in 2017-18. The Committee has held individual Cabinet Members to account for their portfolio and monitored performance of the Council's key partnerships. During the year it carried out a key piece of work in reviewing governance issues emerging from the way in which the external licensing investigation was handled by the council. This recommended a sixteen point action plan which ultimately led to the Cabinet agreeing a Corporate Improvement Plan – please see above. Other reviews carried out included reviews of our housing framework, our preparedness for major incidents, issues relating to strategic assets and property and external use of banqueting suite and catering services.

The Council has been recognised as an Investor in People for some twelve years, achieving Gold status in March 2015. Members' development is rewarded by the achievement of the North West Member Development Charter which was first awarded in 2005.

The Commission for Local Administration in England (the Ombudsman) deals with complaints from members of the public about the Council. They look into a complaint once the complainant has exhausted a council's internal complaints procedure. If the Ombudsman finds that a council has dealt with a particular individual in an inappropriate way then it may make a finding of maladministration against a council. Generally speaking the council does not have a high volume of Ombudsman complaints to deal with. In the year 1 April 2016 to 31st of March 2017 council records show that there were 11 complaints in respect of which decisions were made. In 4 of these cases the Ombudsman chose not to investigate. In 2 of these cases the complaint was referred back to the Council as the Council's internal complaints process had not been exhausted. In 1 of these cases there was a finding of no fault. In a further case there was a finding of no fault but criticism was expressed over delay in the matter – this resulted in an apology to the complainant. In another case there was a finding of no fault but a criticism of how the complaint had originally been dealt with – this resulted in an apology and the payment of compensation of £150. In 2 cases there were findings

of fault but in neither case did the Ombudsman believe that the complainant had suffered “significant injustice.”

The Council has appropriate policy and arrangements in place for governing how it uses its powers under the Regulation of Investigatory Powers Act (RIPA) 2000. During the period 31st of March 2016 to 1st of April 2017 there was no necessity to make use of these powers. During July 2016 the Surveillance Commissioner carried out a review of our RIPA arrangements – overall this was a positive report but it did recommend some minor changes to wording in our Policy and the provision of further training.

Despite such challenging times the Council is committed to continuous improvement of its governance arrangements and to the delivery of excellent customer service and to this end the Standards Committee and the role of the Monitoring Officer has been enhanced by the appointment of an additional Independent Person who supports the work of the Monitoring Officer and the Committee.

5. Enhancing our Governance Arrangements

The following actions emanating from the 2016 Annual Governance Statement have now been fully implemented:

- **Fraud and Corruption** – a review of the Council’s arrangements has been completed and reported to Governance Committee;
- **Corporate Plan** – A concise Corporate Plan is in place for 2017/18 and published on the Council’s website;
- **Ethical Governance** – The role and operation of the Standards Committee has been reviewed and changes implemented to improve ethical governance standards for members;
- **Safeguarding** – An annual report was presented to Scrutiny Committee and Executive Cabinet;
- **Communication** – A Communications Strategy incorporating both internal and external communications has been developed and implemented;
- **Corporate Peer Challenge** has been undertaken and actions arising incorporated into the new Improvement Plan.

The remaining actions are all in progress and have therefore been carried forward to the 2017 Annual Governance Statement Action Plan.

An up to date evaluation of the Council’s corporate governance framework has also recently been undertaken and the following enquiries have identified further actions to improve the Council’s corporate governance arrangements.

- Assessment against the revised Local Code of Governance;
- Completion of Management Assurance Statements by all senior managers;
- Review of compliance with the Chartered Institute of Public Finance and Accountancy standards for the Chief Financial Officer and the Head of Internal Audit;
- Emerging national issues identified in the Grant Thornton update reports;
- LGA Corporate Peer Challenge;
- Centre for Public Scrutiny (CfPS) Diagnostic review;
- The Internal Audit of the costs associated with the external Licensing review.

6. Conclusion

The Council is fully committed to ensuring that its governance arrangements are and continue to be as robust as possible. As part of that process the council will monitor implementation of all actions set out in our Action Plan.

Councillor Peter Mullineaux

Leader of the Council

Heather McManus MRICS

Chief Executive

Date: 27 September 2017

On behalf of the Members and Senior Officers of South Ribble Borough Council.

ACTIONS CONTINUING FROM THE AGS ACTION PLAN 2016

Themes	Recommended Improvements	Actions Taken & In Progress As At June 2017	Status	Target Date
1. Member & Officer Development	To develop the current level / programme of financial training packages for Budget Holders (& Members) to include use of systems, process improvement and financial management techniques.	Some training has been provided as follows: <ul style="list-style-type: none"> - 1-2-1 budget holder sessions - new Cabinet Portfolio Holder for Finance. - Cross Party Budget Working Group established to raise awareness of the budget process and the budget challenges going forward 	Complete	
		Budget member learning hours are being set up for all members to attend	On target	March 18
2. Customer Care	To update the Customer Charter to incorporate all channels of communication and to review target response timescales.	Review of existing access channels & external review of CRM solution including market analysis of current CRM market.	Complete	
		Promotion of channel shift and impact evaluation on target for completion.	On target	Nov 17
3. Customer Complaints	To implement an electronic complaint reporting system.	New Customer Feedback Strategy has been developed for Cabinet approval in October 2017.	On target	Oct 17
4. Transparency	To ensure full compliance with the revised requirements of the Transparency Code.	A review of compliance has been carried out.	Complete	
		A couple of areas of improvement have been identified and are being actioned.	On target	Oct 17
5. Constitution	To ensure that the Constitution is as clear as possible, completely up to date and fit for purpose	Both Member and Officer Working Groups have been established to review the Constitution.	Complete	
		Work to review the Constitution including the Financial Regulations is on-going.	On target	Mar 18
6. Member & Officer Development	Member and officer training and development be re-prioritised and extended to include training on roles and responsibilities, council structure, governance arrangements and constitution. The clear distinction between the Cabinet, quasi-judicial and other committees such as licensing is to be emphasised.	The diagnostic undertaken by the Centre for Public Scrutiny and the recent LGA Corporate Peer Challenge has informed the development of a programme of support for members. Details of this are shown in the Council's new Improvement Plan. The new Transformation Strategy approved by Cabinet on 27th July includes a number of actions to address more general member training and development. A programme of training has been provided for members of the Licensing Committee.	Complete	
7. Ethical Governance	Greater priority, liaison and support be provided to the Scrutiny, Governance and Standards Committees in promoting high ethical, performance and governance standards.	Terms of Reference have been reviewed and work programmes are in place. Lead officers have been identified for each of these committees.	Complete	
		Further training for members and officers is to be identified and undertaken.	On target	Mar 18
8. Ethical Governance	A Member / Officer relations protocol is developed and political awareness training is provided to Members and Officers.	Political awareness workshops for officers were held in July. A consultant has been appointed by the LGA to develop a draft member / officer protocol.	Complete	
		A number of focus groups with members and officers to inform this are being held in early October. The protocol will then be finalised with members and officers in a series of joint workshops being held in mid-October, before the protocol is taken through the formal governance route for approval / formal adoption.	On target	Nov 17

Themes	Recommended Improvements	Actions Taken & In Progress As At June 2017	Status	Target Date
9. Group Leaders	The political group leaders' work together to stabilise and strengthen the Council's political leadership.	The actions in the new Improvement Plan developed to address the recommendations of the recent LGA Corporate Peer Challenge will address this (see below)	Complete	
10. Ethical Governance	That the conduct of the five Members of Cabinet involved in taking unconstitutional decisions be referred to the Monitoring Officer for formal consideration as to whether any breach of the members Code of Conduct has taken place.	Referral to Standards Committee complete – and process has now been completed.	Complete	
11. Management Structure	The senior management structure is reviewed as a matter of urgency to ensure it is fit for purpose and that senior managers have the necessary skills, qualifications and experience to undertake those roles.	Appointment of new Chief Executive has been approved by Council.	Complete	
		A new proposed senior management structure will be submitted to Cabinet for consideration on 6 th September and to Council for approval on the 27 th September.	On target	Sept 17
12. Review of Services	The role, capability and capacity of the in-house legal and democratic services team and that of Shared Financial Services be reviewed to ensure they provide proactive advice to Members and Officers to ensure compliance with the constitution and governance frameworks.	Review of Democratic Services has been completed and recommendations considered.	Complete	
		<p>This will be implemented alongside the review of the Council's structure and review of shared services (being considered by Cabinet and Council in September).</p> <p>A new Committee Management System has been procured and will go live in September.</p> <p>Review of Legal Services will be addressed as part of the review of the Council's organisational structure (see 11 above).</p> <p>A review of Shared Financial Services is currently being planned by Chorley Borough Council.</p>	On target	Sept 17
13. Review of Disciplinary Matters	A review of the way in which the Council has dealt with the disciplinary arrangements be carried out once they are completed.	All Human Resource policies to be reviewed as a key action in the new Transformation Strategy approved by Cabinet on 27 th July.	On target	Jan 18
14. Our People	The Council's Our People Plan be completely refreshed to support our employees and improve employee morale	An employee survey has been undertaken and the results have been used to inform new Transformation Strategy which was approved by Cabinet on 27 th July and which has superseded the Our People Plan.	Complete	

NEW ACTIONS ARISING FROM THE ANNUAL GOVERNANCE ASSESSMENT 2017

Themes	Recommended Improvements	Proposed Actions	Status	Target Date
PEER REVIEW AND CFPS DIAGNOSTIC REVIEW				
15. Strong and effective political leadership	Undertake staff and member survey and delivery of the MTFS work programme (i.e. all decisions made on target), outcomes of member 360 degree appraisal.	Establish cross party improvement. Reference Group with external membership Externally facilitated workshops with all Members to share the Cabinet's vision. Chief Executive to work with LGA Labour Peer and Leader of the opposition to agree how to develop more effective working relationships. Cabinet to explore opportunities for cross party working on key strategic issues.	Complete	
		Externally facilitated workshops with the leading political group, the opposition group, Cabinet and Cabinet/SMT (scheduled for 26/09/17). Scrutiny Committee to explore opportunities in its work programme for more involvement on key strategic issues. Review alternative models for Governance Committee Member survey (to be carried out in September in accordance with the timescale in the Transformation Strategy).	On target	Sept 17
16. Strong and effective managerial leadership	Undertake staff and member survey: outcomes of managers' 360 degree appraisals	Working in a challenging political environment for officers.	Complete	
		SMT/Core Managers' Away days (ongoing). Develop a Leadership Development Programme for senior and middle managers (to be delivered as part of the Council's new Transformation Strategy). SMT Away Days, SMT Work Programme, review arrangements for joint working between SMT and Core Managers.	On target	Mar 18 / ongoing activity
17. New Borough and Council Vision and priorities and new Corporate Plan for 2018-21	Members and Staff to understand and own the vision and priorities and to understand how they contribute to success.	Cabinet to propose new council Vision for consultation with other members and other stakeholders (completed).	Complete	
		Key words of the Peer Review Team to be built into the Council's values and culture (to be developed as part of the Transformation Strategy action plan approved by the Cabinet in July).	On target	Mar 18
18. MTFS to be delivered	MTFS targets to be achieved	18-19 budget and 17-18 implementation plan is being monitored by the Council's Programme Board and the Improvement Reference Group)	Complete	
		Monitoring and reporting arrangements operational	On target	Ongoing activity
19. Business transformation targets in MTFS achieved	Savings and income generation targets to be achieved	Transformation Strategy approved by Cabinet in July.	Complete	
		Transformation Programme developed and resources to deliver identified (ongoing). All projects started.	On target	Nov 17

Themes	Recommended Improvements	Proposed Actions	Status	Target Date
INTERNAL AUDIT OF THE COSTS OF THE EXTERNAL REVIEW OF LICENSING				
20. Compliance with Contract Procedure Rules (CPRs)	To further embed procurement policies and procedures, and to strengthen the current CPRs.	Governance Committee Constitutional Task Group to review CPRs Amend CPRs to contain instructions for whenever there is a change in responsible officer mid-contract Introduce an electronic CPR waiver process including authorisation by S151 Officer and Principal Procurement Officer Communicate agreed changes to CPRs to relevant officers and members Internal Audit to review compliance with CPRs in future AGS reviews	On target	Mar 18

Statement of Responsibilities

This statement defines the responsibilities of the Council and the Responsible Financial Officer in respect of the Council's financial affairs.

The Council's Responsibilities

The Council shall:

- Make arrangements for the proper administration of its financial affairs and secure that one of its officers has the responsibility for the administration of those affairs. In this Council, that officer is the Acting Chief Financial Officer.
- Manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets.
- Approve the Statement of Accounts.

The Acting Chief Financial Officer's Responsibilities

The Acting Chief Financial Officer is responsible for the preparation of the Authority's Statement of Accounts in accordance with proper practices as set out in the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Local Authority Accounting in the United Kingdom 2016/17 (the Code).

In preparing this Statement of Accounts, She has:

- Selected suitable accounting policies and applied them consistently;
- Made judgements and estimates that are reasonable and prudent;
- Complied with the local authority Code;
- Kept proper accounting records which are up to date; and
- Taken reasonable steps for the prevention and detection of fraud and other irregularities.

Further Information

Further information about the accounts is available from the Shared Financial Services Team, Civic Centre, West Paddock, Leyland, Lancashire, PR25 1DH

Certification

I certify that the Statement of Accounts gives a true and fair view of the financial position of South Ribble Borough Council as at 31 March 2017 and its Income and Expenditure for the year ended 31 March 2017.

S Guinness CPFA
Acting Chief Financial Officer
Date 28 September 2017

I confirm that these Statement of Accounts were approved by Governance Committee on 28 September 2017.

Councillor Alan Ogilvie
Chair, Governance Committee

Expenditure and Funding Analysis – Note to the Financial Statements

The Expenditure and Funding Analysis Note, which is a note to the core financial statements, 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 generally accepted 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 generally accepted accounting practices is presented more fully in the Comprehensive Income and Expenditure Statement (CIES). More information on the adjustments between expenditure charged to the General Fund and the CIES is provided in notes 7 and 9.

2015/16				2016/17		
Net Expenditure chargeable to the General Fund Balance £'000	Adjustments between the Funding and Accounting Basis (note 7 and 9) £'000	Net Expenditure in the CIES £'000		Net Expenditure chargeable to the General Fund Balance £'000	Adjustments between the Funding and Accounting Basis (note 7 and 9) £'000	Net Expenditure in the CIES £'000
2,035	207	2,242	Chief Executive	2,041	153	2,194
4,443	4,651	9,094	Neighbourhood, Environment and Asset Management	4,250	1,953	6,203
829	704	1,533	Development, Enterprise and Communities	1,335	724	2,059
2,617	360	2,977	Governance and Business Transformation	2,588	215	2,803
9,924	5,922	15,846	Net cost of Service	10,214	3,045	13,259
(13,388)	(3,568)	(16,956)	Other Income and Expenditure	(13,029)	(1,519)	(14,548)
(3,464)	2,354	(1,110)	(Surplus) / Deficit in year	(2,815)	1,526	(1,289)
(12,314)			Opening General Fund Balance at 1 April 2016	(15,778)		
(3,464)			Add Surplus / Less Deficit on General Fund Balance in Year	(2,815)		
(15,778)			Closing General Fund Balance at 31 March 2017	(18,593)		

Comprehensive Income and Expenditure Statement

This statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices. This is not the amount to be funded from taxation, since authorities raise taxation to cover expenditure in accordance with regulations. The taxation position is shown in the Movement in Reserves Statement.

2015/16 Restated				Note	2016/17		
Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000			Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000
2,457	(215)	2,242	Chief Executives		2,508	(314)	2,194
11,812	(2,718)	9,094	Neighbourhoods, Environment and Asset Management		9,572	(3,369)	6,203
3,584	(2,051)	1,533	Development, Enterprise and Communities		4,250	(2,191)	2,059
27,161	(24,184)	2,977	Governance and Business Transformation		26,185	(23,382)	2,803
45,014	(29,168)	15,846	Cost of Services		42,515	(29,256)	13,259
256	(72)	184	Other operating expenditure	11	320	(38)	282
3,332	(3,359)	(27)	Financing and investment income and expenditure	12	4,001	(3,612)	389
12,808	(29,921)	(17,113)	Taxation and non-specific grant income	13	12,078	(27,297)	(15,219)
61,410	(62,520)	(1,110)	(Surplus) / deficit on provision of services		58,914	(60,203)	(1,289)
		(2,604)	(Surplus) / deficit on revaluation of Property, Plant and Equipment assets				(107)
		(6,218)	Re-measurement of the net defined benefit liability	37d			4,982
		(8,822)	Other Comprehensive (Income) and Expenditure				4,875
		(9,932)	Total Comprehensive (Income) and Expenditure				3,586

Movement in Reserves Statement

This statement shows the movements in the year on the different reserves held by the Council, analysed between those that are “usable” (available to fund expenditure or reduce local taxation), and other reserves.

The line “(Surplus)/deficit on provision of services” shows the true economic cost of providing the authority’s services, as detailed in the Comprehensive Income and Expenditure Statement. For the purposes of council tax setting however, a series of statutory adjustments are then made. These adjustments are shown in total below, and are also detailed in note 9.

	General Fund £'000	Capital Receipts Reserve £'000	Capital Grants Unapplied £'000	Total Usable Reserves £'000	Unusable Reserves £'000	Total Reserves £'000
Balance at 31 March 2015	(12,314)	(2,017)	(3,544)	(17,875)	(564)	(18,439)
<u>Movements in 2015/16</u>						
Total Comprehensive Income & Expenditure	(1,110)	0	0	(1,110)	(8,822)	(9,932)
Adjustments between accounting basis & funding basis (note 9)	(2,354)	(72)	(3,224)	(5,650)	5,650	0
(Increase) / Decrease in year	(3,464)	(72)	(3,224)	(6,760)	(3,172)	(9,932)
Balance at 31 March 2016	(15,778)	(2,089)	(6,768)	(24,635)	(3,736)	(28,371)
<u>Movements in 2016/17</u>						
Total Comprehensive Income & Expenditure	(1,289)	0	0	(1,289)	4,875	3,586
Adjustments between accounting basis & funding basis (note 9)	(1,526)	(17)	317	(1,226)	1,226	0
(Increase) / Decrease in year	(2,815)	(17)	317	(2,515)	6,101	3,586
Balance at 31 March 2017	(18,593)	(2,106)	(6,451)	(27,150)	2,365	(24,785)

Balance Sheet

The Balance Sheet shows the value as at the Balance Sheet date of the assets and liabilities recognised by the authority. It shows the net assets of the authority which are matched by the reserves held. Reserves are reported in two categories. 'Usable Reserves' includes reserves available to provide services and other reserves which may only be used to fund capital expenditure or repay debt. 'Unusable Reserves' fall into two categories. The first consists of the Revaluation Reserve which holds unrealised gains and losses in asset values. The second category holds amounts resulting from the "adjustments between the accounting basis and the funding basis", as shown in the Movement in Reserves Statement (MiRS).

Note 40 01 April 2015 £'000	Restated 31 March 2016 £'000		Notes	31 March 2017 £'000
27,470	28,163	Property, Plant & Equipment	14	27,690
11,555	11,556	Investment Property	15	11,480
101	62	Intangible Assets	16	168
84	68	Long Term Debtors	17	56
39,210	39,849	Long Term Assets		39,394
9,031	22,060	Short Term Investments	17	25,047
96	93	Inventories	18	97
4,042	2,988	Short Term Debtors	19	2,636
12,487	2,347	Cash and Cash Equivalents	20	3,832
25,656	27,488	Current Assets		31,612
(1,381)	0	Bank overdraft	20	(118)
(8,516)	(6,193)	Short Term Creditors	21	(6,540)
(647)	(1,320)	Provisions	22	(1,200)
(10,544)	(7,513)	Current Liabilities		(7,858)
(231)	(250)	Long Term Creditors	17	(221)
(695)	(748)	Other Long Term Liabilities	17	(645)
(34,754)	(30,252)	Net Pension Liability	37	(36,703)
(203)	(203)	Grant Receipts in Advance - Capital	33	(794)
(35,883)	(31,453)	Long Term Liabilities		(38,363)
18,439	28,371	Net Assets		24,785
(17,875)	(24,635)	Usable Reserves	23 & MiRS Page 52	(27,150)
(564)	(3,736)	Unusable Reserves	24	2,365
(18,439)	(28,371)	Total Reserves		(24,785)

The unaudited accounts were authorised for issue on 30 June 2017, and the audited accounts were authorised for issue on the 28 September 2017.

Cash Flow Statement

This shows the changes in cash and cash equivalents during the reporting period. It shows how cash and cash equivalents are generated and used by classifying cash flows into operating, investment and financing activities.

Restated 2015/16 £'000		Note	2016/17 £'000
1,110	Net surplus or (deficit) on the provision of services (CIES page 51)		1,289
7,959	Adjustments to net surplus or deficit on the provision of services for non-cash movements	25a	4,849
(4,297)	Adjustment for items included in the net surplus or deficit on the provision of services that are investing or financing activities	25b	(798)
4,772	Net cash flows from Operating Activities	25	5,340
(11,233)	Investing Activities	26	(3,243)
(2,298)	Financing Activities	27	(730)
8,759	Net increase or (decrease) in cash and cash equivalents		(1,367)
11,106	Cash and cash equivalents at the beginning of the reporting period		2,347
2,347	Cash and cash equivalents at the end of the reporting period	20	3,714

Cash and Cash Equivalents at the beginning and end of the 2016/17 reporting period have been defined to be net of the Bank Overdraft.

Notes to the Main Financial Statements

NOTE: values throughout these accounts are presented rounded to whole numbers (usually thousands or millions of pounds). Totals in supporting tables and notes may appear not to cast, cross-cast, or exactly match to the Core Financial Statements or other tables, due to rounding differences.

The Expenditure and Funding Analysis Note is presented on page 50.

1. Accounting Policies

General Principles

The Statement of Accounts summarises the Council's transactions for the 2016/17 financial year and its position at the year end of 31 March 2017. The Council is required to prepare an annual Statement of Accounts by the Accounts and Audit (England) Regulations 2015 which require the accounts to be prepared in accordance with proper accounting practices. These practices primarily comprise the Chartered Institute of Public Finance and Accountancy/Local Authority (Scotland) Accounts Advisory Committee 2016/17 Code of Practice on Local Authority Accounting in the United Kingdom (the Code), supported by International Financial Reporting Standards (IFRS).

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

Accruals of Income and Expenditure

The Income and Costs of the Council are accounted for in the period to which they relate, regardless of when the cash is paid or received. In particular:

- Revenue from the sale of goods is recognised when the Authority 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 Authority.
- Revenue from the provision of services is recognised when the Authority 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 Authority.
- Revenue from non-exchange transactions shall be recognised when it is probable that the economic benefits or service potential associated with the transaction will flow to the authority, and the amount of the revenue can be measured reliably.
- 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.

Cash and Cash Equivalents

Cash consists of cash in hand and deposits repayable without penalty on notice of not more than 24 hours. Cash Equivalents consist of investments which mature in less than three months. In the Cash Flow Statement cash and cash equivalents are shown net of bank overdrafts that are repayable on demand.

Longer term investments are not reclassified if the outstanding period falls below three months at the date of account.

Charges to Revenue for Non-Current Assets

Services, support services and trading accounts are debited with depreciation charges, revaluation and impairment losses in excess of accumulated revaluation gains, and amortisation charges in respect of intangible assets.

The Authority is not required to raise council tax to meet these charges. Instead it has to make an annual contribution from revenue towards the reduction in its overall borrowing requirement. This is achieved by means of an adjustment between the General Fund balance and the Capital Adjustment Account (in the Movement in Reserves Statement).

Contingent Assets and Liabilities

These are assets and liabilities arising from past events the existence of which will only be confirmed by future events not wholly within the Council's control. They are disclosed in the notes to the main financial statements. See notes 38 and 39.

Exceptional Items

When items of income or expense 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 main financial statements, depending on their significance.

Employee Benefits

Benefits payable during employment

These are charges to the Surplus or Deficit on the Provision of Service. The charge includes an accrual for any untaken leave and holiday entitlement. This accrual does not affect council tax since it is reversed by transfer from the General Fund Balance to the Accumulating Compensated Absences Account (in the Movement in Reserves Statement).

Termination benefits

These are amounts payable as a result of a decision to terminate an officer's employment before the normal retirement date, or a decision to accept voluntary redundancy. The costs are recognised when the Council commits itself to terminate the employment of an officer or group of officers, or makes an offer to encourage voluntary redundancy. The charge is made to the relevant service line in the Comprehensive Income and Expenditure Statement.

Post-Employment Benefits

Employees are members of the Local Government Pension Scheme which provides defined benefits to members. Full details of transactions are given in Note 37. The following notes explain the methodology.

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

Liabilities are discounted to their value at current prices, using a discount rate of 4.9% (based on the indicative rate of return on high quality corporate bonds).

The assets of the fund attributable to the Authority are included in the Balance Sheet at their fair value:

- quoted securities – current bid price
- unquoted securities – professional estimate
- unitised securities – current bid price

- property – market value

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

Service cost comprising:

- current service cost – the increase in liabilities as a result of years of service earned this year – allocated in the Comprehensive Income and Expenditure Statement to the services for which the employees worked;
- past service cost – the increase in liabilities as a result of a scheme amendment or curtailment whose effect relates to years of service earned in earlier years will be 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 i.e. net interest expense for the Council - the change during the period in the net defined benefit liability that arises from the passage of time charged to the Financing and Investment Income and Expenditure line of the 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 at the beginning of the period, taking into account any changes in the net defined benefit liability during the period as a result of contribution and benefit payments;

Re-measurement comprising:

- the return on plan assets – excluding amounts included in net interest on the net defined benefit liability – 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 pension fund:

- cash paid as employer's contributions to the pension fund in settlement of liabilities; not accounted for as an expense

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

Discretionary Benefits

The Authority also has restricted powers to make discretionary awards of retirement benefits in the event of early retirements. Any liabilities thus arising are accrued in the year of the decision to make the award and accounted for using the same policies as are applied to the Local Government Pension Scheme.

Events after the Reporting Period

Where an event occurs after the Balance Sheet date and it provides evidence of conditions that existed at the Balance Sheet date, the amounts recognised in the Statement of Accounts is adjusted.

Where an event that occurs after the Balance Sheet date is indicative of conditions that arose after the Balance Sheet date, the amounts recognised in the Statement of Accounts are not adjusted. The

“non-adjusting event”, and an estimate of the financial effect, is however disclosed in the notes to the main financial statements.

Financial Liabilities

Borrowings are initially measured at fair value and carried at their amortised cost. The annual charge to the Comprehensive Income and Expenditure Statement (CIES) is based on the carrying amount multiplied by the effective rate of interest. The amount presented in the balance sheet is the outstanding principal payable plus interest accrued at 31 March.

Gains or losses on premature redemption are charged to the Comprehensive Income and Expenditure Statement unless they are the result of a restructure in which case they are added to the amortised cost and charged over the life of the modified loan. However, Regulations require discounts to be amortised over the shorter of the life of the original loan or ten years. Greater discretion applies to premia, they can be amortised over the life of the original or replacement loan, or a shorter period. A transfer is done from the General Fund Balance to the Financial Instruments Adjustment Account to give effect to these regulations.

Financial Assets

Loans and receivables

These are initially measured at fair value and carried at amortised cost. The annual credit to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement is based on the carrying amount multiplied by the effective rate of interest. The amount presented in the balance sheet is the outstanding principal receivable plus interest accrued at 31 March.

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

Going Concern

The accounts have been prepared on the assumption that the Council will continue in existence for the foreseeable future.

Government Grants and Other Contributions

Government grants and other contributions for both revenue and capital purposes are accounted for on an accruals basis and recognised in the accounts when the conditions for their receipt have been complied with. If compliance has not been achieved, cash received is held on the Balance Sheet as a long term creditor.

The postings in the Comprehensive Income and Expenditure Statement relating to capital grants and contributions are reversed out of the General Fund balance in the Movement in Reserves Statement. If the monies have not been used they are credited to the Grants Unapplied Reserve. If they have been applied to fund capital expenditure they are credited to the Capital Adjustment Account.

Community Infrastructure Levy

The authority has elected to charge a Community Infrastructure Levy (CIL). The levy will be charged on new builds with appropriate planning consent. The Authority charges for and collects the levy, which is a planning charge. The levy income will be used to fund a number of infrastructure projects to support the development of the area. CIL received is limited by regulations. It is therefore recognised at the commencement date of the development in the Comprehensive Income and Expenditure Statement in accordance with the above core accounting policy for grants and

contributions. CIL charges will be largely to fund capital expenditure with a small proportion used to fund revenue.

Intangible assets

Expenditure on assets that do not have physical substance but are identifiable and controlled by the Council (e.g. software licences), is capitalised at cost if it will bring benefits to the Council for more than one financial year. Internally generated assets are capitalised where it is demonstrable that the Council will generate future economic benefits.

The cost is amortised over the economic life to reflect the pattern of consumption. The charge is made to the relevant service line in the Comprehensive Income and Expenditure Statement.

The postings in the Comprehensive Income and Expenditure Statement are reversed from the General Fund balance in the Movement in Reserves Statement and charged to the Capital Adjustment Account.

Investment Properties

Investment properties are those held solely to earn rentals or for capital appreciation. They are measured initially at cost and subsequently at fair value. Valuations are provided by Royal Institution of Chartered Surveyors (RICS)-qualified valuers, are on the basis recommended by CIPFA, and accord with the Statement of Asset Valuation Principles and Guidance Notes issued by the RICS. They are not depreciated but are re-valued annually. 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. Gains and losses on revaluation and disposal are not permitted by statute to impact on the council tax. A reversal is therefore done between the General Fund Balance and the Capital Adjustment Account (or, in the case of sale proceeds exceeding £10,000 to the Capital Receipts Reserve).

Income and expenditure from investment properties are charged to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement.

Leasing

Leases are classified as finance leases where the terms of the lease transfer substantially all the risks and rewards incidental to ownership of the asset from the lessor to the lessee. All other leases are classified as operating leases. If the lease covers both land and buildings, then the land and building elements are considered separately for classification.

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

The Authority as lessee

Finance leases

An asset held under a finance lease is recognised on the Balance Sheet at the commencement of the lease at its fair value measured at the inception of the lease (or the present value of the minimum lease payments, if lower). The asset is matched by a liability, being the obligation to the lessor. Contingent rents are charged as expenses in the periods in which they are incurred. Lease payments are split between a finance charge, charged to the Comprehensive Income and Expenditure Statement, and the principal element, applied to write down the lease liability. Assets held under a finance lease will be subject to depreciation and revaluation in the same way as any other asset.

Operating leases

Rentals are charged to the Comprehensive Income and Expenditure Statement as an expense of the service benefitting from the asset.

The Authority as lessor

Finance leases

Where the Authority grants a finance lease over an asset, it is written out of the Balance Sheet and charged to the “gain or loss on disposals” line in Other Operating Expenditure in the Comprehensive Income and Expenditure Statement. The Authority’s net investment in the lease is credited to the same line, matched by a Long Term Debtor in the balance Sheet. Lease rental receipts are split between finance income (credited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement), and the principal element applied to write down the Long Term Debtor.

Operating leases

Where the Authority grant an operating lease over an asset it remains on the Balance Sheet, and the income is credited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. See note 36.

Non-Current Assets Held for Sale

Accounting treatment is detailed in the Property Plant and Equipment, Disposal and Non-Current Assets Held for Sale policy.

Overheads

The costs of overheads and support services are charged to service segments in accordance with the authority’s arrangements for accountability and financial performance.

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

Changes in 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 practice or if the change provides more reliable or relevant information about the effect of transactions on the Council’s financial performance. Where a change is made it is applied retrospectively by adjusting opening balances and comparative amounts from prior periods. Material errors will also require a prior period adjustment.

Property Plant and Equipment (PPE)

All expenditure on the acquisition, creation, or enhancement of fixed assets is capitalised on an accruals basis in the accounts provided it exceeds the ‘de minimis’ threshold of £5,000 and provides benefits to the Council for a period of more than one year.

Measurement

Assets are initially measured at cost, comprising the purchase price, and 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 the Council. Should they be incurred, the Authority would capitalise borrowing costs incurred whilst major assets are under construction.

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

- Infrastructure, Community Assets, Assets under Construction, and equipment, are held at depreciated historical cost.
- All other assets are measured at current value, determined as the amount that would be paid for the asset in its existing use.

In respect of specialised assets, if there is an absence of market based evidence of value, depreciated replacement cost is used as an estimate of current value.

Valuations are provided by Royal Institution of Chartered Surveyors (RICS)-qualified valuers, are on the basis recommended by CIPFA, and accord with the Statement of Asset Valuation Principles and Guidance Notes issued by the RICS. Assets held in the Balance Sheet at current value are revalued

sufficiently regularly to ensure that their carrying amount is not materially different from their current value at the year-end, but as a minimum every five years.

Increases in valuations are credited to the Revaluation Reserve unless they reverse previous losses charged to the Comprehensive Income and Expenditure Statement, in which case the gain shall be credited to that account. A fall in value will be charged firstly against any balance held in the Revaluation Reserve. If this is insufficient or non-existent, the charge is made to the relevant service line in the Comprehensive Income and Expenditure Statement.

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

Depreciation

Non-current assets held for sale are not depreciated.

Other property is depreciated over its useful life on a straight line basis. Depreciation is based on the closing value of assets. Components are separately depreciated if

- The total value of the host asset (excluding land) exceeds £0.500m and
- The value of the component exceeds 20% of the asset value (excluding land)

Depreciation periods are as follows:

	<u>years</u>
Property (excluding components separately identified)	5-60
Property components - mechanical	25
Portable office facilities	10-15
Vehicles	3-10
IT equipment	3-5
Other equipment	5-15

Revaluation gains are also depreciated by transfer of the difference between the current valuation depreciation charge and the historic cost depreciation charge, from the Revaluation Reserve to the Capital Adjustment Account.

Impairment

All assets are reviewed annually for impairment. Impairment losses are charged against revaluations held in the Revaluation Reserve. If these are inadequate the loss is charged to the relevant service line in the Comprehensive Income and Expenditure Statement. If an impairment loss is subsequently reversed, the reversal, up to the amount of the original loss adjusted for depreciation, is credited to the relevant service line in the Comprehensive Income and Expenditure Statement.

Disposal and Non-Current Assets Held for Sale

When it becomes probable that the carrying amount of an asset will be recovered principally through a sale transaction rather than through continuing use, it is reclassified as an Asset Held for Sale and shown within current assets. The asset is re-valued immediately and carried at the lower of this amount and current value less costs to sell. If assets subsequently fail to meet the criteria to be classified as Assets Held for Sale, they are reclassified back to non-current assets and valued at the lower of their carrying amount before they were classified as held for sale (adjusted for depreciation, amortisation or revaluations) and their recoverable amount at the date of the decision not to sell.

On disposal the carrying amount of an asset is written off to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement, as part of the gain or loss on disposal. Receipts exceeding £10,000 from disposal are credited to the same line; lesser receipts are included as service income in cost of services. Any revaluation gains accumulated in the Revaluation Reserve are transferred to the Capital Adjustment Account.

Capital Charges and Council Tax

The postings in the Comprehensive Income and Expenditure Statement in respect of depreciation, impairment, disposal and revaluation are reversed in the Movement in Reserves Statement to avoid impacting on council tax. Capital Receipts exceeding £10,000 are reversed to the Capital Receipts Reserve. Other reversals are to the Capital Adjustment Account.

Provisions

Provisions are made where an event has taken place that gives the Council an obligation that probably requires settlement by a transfer of economic benefits, but where the timing is uncertain. Provisions are charged to the appropriate revenue account, Expenditure, when incurred, is charged direct to the provision.

Reserves

Reserves are created by appropriating amounts from the General Fund Balance in the Movement in Reserves Statement. When expenditure to be financed from the reserve is incurred, it is charged to the relevant service in the Comprehensive Income and Expenditure Statement, and the reserve is appropriated back into the General Fund Balance through the Movement in Reserves Statement.

Revenue Expenditure Funded From Capital Under Statute

Expenditure incurred during the year that may be capitalised under statutory provision but does not result in the creation of a non-current asset, has been charged as expenditure to the relevant service in the Comprehensive Income and Expenditure Statement.

If the Authority has determined to use capital resources to meet the cost (as opposed to funding from revenue) a transfer is done in the Movement in Reserves Statement, from the General Fund Balance to the Capital Adjustment Account, so that there is no impact on the council tax.

Value Added Tax

VAT is included in the accounts only to the extent that it is irrecoverable.

Fair Value Measurement

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

The fair value measurement assumes that the transaction to sell the asset or transfer the liability takes place either:

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

Valuations of non-financial assets are provided by Royal Institution of Chartered Surveyors (RICS)-qualified valuers, are on the basis recommended by CIPFA, and accord with the Statement of Asset Valuation Principles and Guidance Notes issued by the RICS.

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 Council can access at the measurement date
- Level 2 - inputs other than quoted prices included within Level 1 that are observable for that asset or liability, either directly or indirectly
- Level 3 - unobservable inputs for the asset or liability.

2. Accounting standards that have been issued but have not yet been adopted

The Code of Practice on Local Authority Accounting in the United Kingdom (the Code) requires the disclosure of information relating to the expected impact of the accounting change that will be required by a new standard that has been issued but not yet adopted. Recent changes required in the reporting of pension fund scheme transactions are not relevant to South Ribble Borough Council and have, therefore, not been included in this statement.

3. Critical judgements in applying accounting policies

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

Funding

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

Investment Properties

Investment properties have been assessed using the identifiable criteria under the international accounting standards of being held for rental income or for capital appreciation. Properties have been assessed using these criteria, which is subject to interpretation, to determine if there is an operational reason for holding the property, such as regeneration.

Commuted Sums

Commuted sums due from developers in order to fulfil obligations of S106 Agreements have been accrued and added to the Capital Grants and Contributions Unapplied Reserve. The commuted sums become receivable when trigger stages defined in the S106 Agreements have been reached. Judgement has been applied in deciding whether each development had reached the trigger stage by 31 March 2017.

Leases

The Council has examined its leases, and classified them as either operational or finance leases. In some cases the lease transaction is not always conclusive and the Council uses judgement in determining whether the lease is a finance lease arrangement that transfers substantially all the risks and rewards incidental to ownership. In reassessing the lease the Council has estimated the implied interest rate within the lease to calculate interest and principal payments.

Group Accounts

The Council's group boundaries have been assessed using the criteria outlined in The Code. The Council has assessed relationships and found none to require the preparation of group accounts.

Fair Values

When measuring the fair value of a non-financial asset, the Council uses judgement to ascertain 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. It also uses judgements regarding inputs to valuation techniques, particularly whether they are applicable and relevant to the assets or liabilities, either directly or indirectly, being valued.

4. Assumptions about the future and other major sources of estimation uncertainty

The Statement of Accounts contains figures estimated on the basis of historical experience, current trends and other relevant factors. The following table notes items for which there is a significant risk of material future adjustment:

Item	Uncertainty	Effect if actual results differ
Pensions liability	The estimated liabilities depend on a number of complex judgements. These include future retirement ages, mortality rates, salary increases, returns on investments and discount rates. A firm of consulting actuaries is engaged to provide advice on these assumptions.	Sensitivity to the factors contributing to this estimate is shown in Note 37i. Small changes have major impacts on the pension deficit.
Debtors	The most significant debtor issue for the Council is its responsibility for collecting £97.725m in business rates and council tax. It is however mainly as agent for government and major preceptors. The major recovery risk resulting from shortfalls in collection falls to these bodies. Various notes present debtor information. Note 17d shows that financial instrument debtors total £1.899m against which a bad debt provision of £1.027m has been made. This total debtors figure includes Housing benefit debtors of £1.005m (i.e. recovery of overpayments). Changes in the administration of benefits are pending which may affect recovery in future years. The provision made for these debts has therefore been maintained at around 90% to reflect this.	Any additional impairment will be a charge to the Comprehensive Income and Expenditure Statement.
Asset valuations	Note 14 shows that fixed assets valued at £27.690m are carried at either current value or depreciated replacement cost value. The valuations have been carried out by qualified valuers in accordance with Royal Institution of Chartered Surveyors Guidance	The values are only estimates and thus could over or understate the actual values realisable if sale actually occurred.
Provisions	A provision of £1.200m has been recognised for the best estimate of the amount that businesses have been overcharged business rates up to 31 March 2017. The estimate has been calculated using the Valuation Office Agency (VOA) ratings list of appeals and the analysis of successful appeals to date when providing the estimate of	If the value of successful appeals exceeded the provision there would be a reduction in the local share of business rates income available to fund the Authority's services.

Item	Uncertainty	Effect if actual results differ
	total provision up to and including 31 March 2017. See note 22.	
Fair value measurements	When the fair values of financial assets and financial liabilities cannot be measured based on quoted prices in active markets (i.e. Level 1 inputs), their fair value is measured using valuation techniques (e.g. quoted prices for similar assets or liabilities in active markets). 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 Council's assets and liabilities. Where Level 1 inputs are not available, the Council employs relevant experts to identify the most appropriate valuation techniques to determine fair value (for example for investment properties, the Council's Senior Valuer). Information about the valuation techniques and inputs used in determining the fair value of the Council's assets and liabilities is disclosed in notes 1, 15 and 17.	The Council uses the market approach to value of some of its investment properties and financial assets. The unobservable inputs used in the fair value measurement include management assumptions regarding rent yield and growth, vacancy levels (for investment properties). Significant changes in any of the unobservable inputs would result in a lower or higher fair value measurement for the investment properties and financial assets.

5. Material items of income and expense

All material items have been disclosed in the statement or in the notes to the main financial statements.

6. Events after the reporting period

The audited Statement of Accounts was authorised for issue by the Acting Chief Financial Officer on 28 September 2017. Subsequent events are not reflected in the financial statements or in the notes. Where events taking place before this date provided information about conditions existing at 31 March 2017, the figures in the financial statements and notes have been adjusted in all material respects to reflect the impact of this information.

There are no non-adjusting events after the Balance Sheet date.

7. Note to the Expenditure and Funding Analysis

7a Adjustments from the General Fund to arrive at the Comprehensive Income and Expenditure Statement amounts

2016/17	Adjustments for Capital Purposes (Note A)	Net change for the Pensions Adjustments (Note B)	Other Differences (Note C)	Total Adjustments
Adjustments from General Fund to arrive at the Comprehensive Income and Expenditure Statement amounts	£'000	£'000	£'000	£'000
Chief Executives	4	149		153
Neighbourhoods, Environment and Asset Management	1,833	120		1,953
Development, Enterprise and Communities	658	66		724
Governance and Business Transformation	119	96		215
Net Cost of Service	2,614	431	0	3,045
Other income and expenditure from the Expenditure and Funding Analysis	(2,366)	1,038	(191)	(1,519)
Difference between General Fund surplus or deficit and Comprehensive Income and Expenditure Statement Surplus or Deficit on the Provision of Services	248	1,469	(191)	1,526

2015/16 Comparative Figures	Adjustments for Capital Purposes (Note A)	Net change for the Pensions Adjustments (Note B)	Other Differences (Note C)	Total Adjustments
Adjustments from General Fund to arrive at the Comprehensive Income and Expenditure Statement amounts	£'000	£'000	£'000	£'000
Chief Executives	2	205		207
Neighbourhoods, Environment and Asset Management	4,473	178		4,651
Development, Enterprise and Communities	609	95		704
Governance and Business Transformation	215	145		360
Net Cost of Service	5,299	623	0	5,922
Other income and expenditure from the Expenditure and Funding Analysis	(5,915)	1,093	1,254	(3,568)
Difference between General Fund surplus or deficit and Comprehensive Income and Expenditure Statement Surplus or Deficit on the Provision of Services	(616)	1,716	1,254	2,354

Note A Adjustments for Capital Purposes

This column adds in depreciation and impairment and revaluation gains and losses in the service 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
- Finance and investment income and expenditure – the statutory charges for capital financing, i.e. Minimum Revenue Provision (MRP) and other revenue contributions, are deducted from other income and expenditure as these are not chargeable under generally accepted accounting practices (GAAP).
- Taxation and non-specific grant income and expenditure – capital grants are adjusted for income not chargeable under GAAP. Revenue grants are adjusted from those receivable during the year to those receivable without conditions or for which conditions were satisfied throughout the year. The Taxation and Non Specific Grant Income and Expenditure line is credited with capital grants receivable in the year without conditions or for which conditions were satisfied within the year.

Note B Net Change for Pension Adjustments

The net change for the removal of pension contributions and the addition of the IAS 19 Employee Benefits pension related expenditure and income are reflected as follows:

- For services this represents the removal of the employer pension contributions made by the authority as determined by statute and their replacement with current service costs and past service costs.
- For financing and investment income and expenditure – the net interest on the defined benefit liability is charged to the Comprehensive Income and Expenditure Statement (CIES).

Note C Other Differences

Other differences between amounts debited/credited to the CIES and amounts payable/receivable to be recognised under statute are:

- 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.
- For taxation and non-specific grant income - the charge represents the difference between what is chargeable under statute for Council Tax and Business Rates that was forecast to be received at the start of the year, and the income recognised under GAAP. This is a timing difference as any difference is brought forward in the surpluses or deficits on the Collection Fund.

7b Prior Period Restatement of Service Income & Expenditure

Expenditure on services and income relating to or derived from these services is classified in the Comprehensive Income and Expenditure Statement in accordance with the CIPFA Code of Local Authority Accounting in the UK. The 2016/17 Code requires that Councils present expenditure and income on services on the basis of its reportable segments. These reportable segments are based on the Council's internal management reporting structure. This is a change from the previous requirement to present expenditure and income in accordance with the Service Reporting Code of Practice (SeRCOP). This note shows how the 2015/16 net expenditure and income has been restated.

As reported in the Comprehensive Income & Expenditure Statement 2015/16	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000
Central services to the public	2,258	(995)	1,263
Environmental & Regulatory Services	6,061	(1,852)	4,209
Planning Services	2,986	(1,597)	1,389
Culture & Related Services	5,599	(476)	5,123
Highways and transport services.	461	(336)	125
Other housing services	24,445	(23,546)	899
Corporate and democratic core	2,184	(24)	2,160
Non-distributed costs	422	(20)	402
Net Cost of Service	44,416	(28,846)	15,570
Other operating expenditure	256	(72)	184
Financing and investment income and expenditure	3,609	(3,360)	249
Taxation and non-specific grant income	12,808	(29,921)	(17,113)
(Surplus)/deficit on provision of services	(61,089)	(62,199)	(1,110)

2015/16 Restated	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000
Chief Executives	2,457	(215)	2,242
Neighbourhoods, Environment and Asset Management	11,812	(2,718)	9,094
Development, Enterprise and Communities	3,584	(2,051)	1,533
Governance and Business Transformation	27,161	(24,184)	2,977
Net Cost of Service	45,014	(29,168)	15,846
Other operating expenditure	256	(72)	184
Financing and investment income and expenditure	3,332	(3,359)	(27)
Taxation and non-specific grant income	12,808	(29,921)	(17,113)
(Surplus)/deficit on provision of services	(61,410)	(62,520)	(1,110)

The differences in gross expenditure and gross income relate to the removal of internal recharges of central and support services which were required under the Service Reporting Code of Practice (SeRCOP) but are not required under the CIPFA Code of Local Authority Accounting in the UK 2016/17. Some of these recharges are charged to the investment property portfolio trading account within the Financing and investment income and expenditure line of the Comprehensive Income & Expenditure Account. These trading accounts must account for the recharge as actual expenditure and the recharging support service treat the income as actual income under The Code's trading account rules but the recharges were incorrectly eliminated in the 2015/16 accounts. The net surplus on provision of services remains unchanged.

8. Expenditure and Income Analysed By Nature

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

Expenditure/Income	2015/16 £'000	2016/17 £'000
Expenditure		
Employee benefits expenses	9,517	9,387
Other service expenses	30,421	30,721
Depreciation, amortisation and impairment	5,099	2,902
Interest payments	3,310	3,506
Precepts and levies	13,063	12,398
Payments to Housing Capital Receipts Pool	0	0
Total Expenditure	61,410	58,914
Income		
Fees, charges and other service income	(9,791)	(7,597)
Interest and investment income	(2,323)	(2,520)
Income from Council Tax and Non-Domestic Rates	(22,553)	(23,553)
Government grants and contributions	(27,781)	(26,495)
Gain on the disposal of assets	(72)	(38)
Total Income	(62,520)	(60,203)
Surplus or Deficit on the Provision of Services	(1,110)	(1,289)

9. Adjustments between accounting basis and funding basis under regulations

This note details the adjustments that are made to the total comprehensive income and expenditure recognised by the Council in the year in accordance with proper accounting practice to arrive at the resources that are specified by the statutory provisions as being available to the Council to meet future capital and revenue expenditure. The following sets out a description of the reserves that the adjustments are made against.

General Fund Balance

The General Fund is the statutory fund into which all the receipts of the Council are required to be paid and out of which all liabilities of the Council are to be met, except to the extent that statutory rules might provide otherwise. These rules can also specify the financial year in which liabilities and payments should impact on the General Fund Balance, which is not necessarily in accordance with proper accounting practice. The General Fund Balance therefore summarises the resources that the Council is statutorily empowered to spend on its services or on capital investment (or the deficit of resources that the Council is required to recover) at the end of the financial year and includes Earmarked Reserves (see note 10).

Capital Receipts Reserve

The Capital Receipts Reserve holds the proceeds from the disposal of land or other assets, which are restricted by statute from being used other than to fund new capital expenditure or to be set aside to finance historical capital expenditure. The balance on the reserve shows the resources that have yet to be applied for these purposes at the year-end.

Capital Grants Unapplied

The Capital Grants Unapplied Reserve holds the grants and contributions received towards capital projects for which the Council has met the conditions that would otherwise require repayment of the monies but which have yet to be applied to meet expenditure. The balance is restricted by grant terms as to the capital expenditure against which it can be applied and/or the financial year in which this can take place.

2016/17	General Fund Balance £'000	Capital Receipts Reserve £'000	Capital Grants Unapplied £'000
<u>Adjustments to the Revenue Resources</u>			
Amounts by which income and expenditure included in the Comprehensive Income and Expenditure Statement are different from revenue for the year calculated in accordance with statutory requirements:			
Pensions costs (transferred to (or from) the Pensions Reserve) (note 24e)	(1,469)		
Financial instruments (transferred to the Financial Instruments Adjustments Account) (note 24c)	(3)		
Council tax and NDR (transfers to or from Collection Fund Adjustment Account) (note 24f)	114		
Holiday pay (transferred to the Accumulated Absences Reserve) (note 24g)	80		
Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure (these items are charged to the Capital Adjustment Account) (note 24b)	(2,193)		74
Deferred sale proceeds	0		
Total Adjustments to Revenue Resources	(3,471)	0	74
<u>Adjustments between Revenue and Capital Resources</u>			
Transfer of non-current asset sale proceeds from revenue to the Capital Receipts Reserve (MiRS page 52)	38	(38)	
Payments to the government housing receipts pool (funded by a transfer from the Capital Receipts Reserve) (MiRS page 52)	0	0	
Statutory provision for the repayment of debt (transfer from the Capital Adjustment Account) (note 24b)	1,007		
Capital expenditure financed from revenue balances (transfer to the Capital Adjustment Account) (note 24b)	900		
Total Adjustments between Revenue and Capital Resources	1,945	(38)	0
<u>Adjustments to Capital Resources</u>			
Use of the Capital Receipts Reserve to finance capital expenditure (MiRS page 52)		21	
Application of capital grants to finance capital expenditure (MiRS page 52)			243
Cash payments in relation to deferred capital receipts			
Total Capital Resources	0	21	243
Total Adjustments	(1,526)	(17)	317

2015/16	General Fund Balance £'000	Capital Receipts Reserve £'000	Capital Grants Unapplied £'000
<u>Adjustments to the Revenue Resources</u>			
Amounts by which income and expenditure included in the Comprehensive Income and Expenditure Statement are different from revenue for the year calculated in accordance with statutory requirements:			
Pensions costs (transferred to (or from) the Pensions Reserve) (note 24e)	(1,715)		
Financial instruments (transferred to the Financial Instruments Adjustments Account) (note 24c)	(3)		
Council tax and NDR (transfers to or from Collection Fund Adjustment Account) (note 24f)	(1,252)		
Holiday pay (transferred to the Accumulated Absences Reserve) (note 24g)	0		
Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure (these items are charged to the Capital Adjustment Account) (note 24b)	(823)		(4,276)
Deferred sale proceeds	0		
Total Adjustments to Revenue Resources	(3,793)	0	(4,276)
<u>Adjustments between Revenue and Capital Resources</u>			
Transfer of non-current asset sale proceeds from revenue to the Capital Receipts Reserve (MiRS page 52)	72	(72)	
Payments to the government housing receipts pool (funded by a transfer from the Capital Receipts Reserve) (MiRS page 52)	0	0	
Statutory provision for the repayment of debt (transfer from the Capital Adjustment Account) (note 24b)	843		
Capital expenditure financed from revenue balances (transfer to the Capital Adjustment Account) (note 25b)	524		
Total Adjustments between Revenue and Capital Resources	1,439	(72)	0
<u>Adjustments to Capital Resources</u>			
Use of the Capital Receipts Reserve to finance capital expenditure (MiRS page 52)			
Application of capital grants to finance capital expenditure (MiRS page 52)			1,052
Cash payments in relation to deferred capital receipts		0	
Total Capital Resources	0	0	1,052
Total Adjustments	(2,354)	(72)	(3,224)

10. Transfers to / from earmarked reserves

The movements in reserves during the year were as follows:

	Balance 31 March 2015 £'000	Transfers In 2015/16 £'000	Transfers Out 2015/16 £'000	Balance 31 March 2016 £'000	Transfers In 2016/17 £'000	Transfers Out 2016/17 £'000	Balance 31 March 2017 £'000
My Neighbourhoods	(48)	-	8	(40)	(5)	-	(45)
Asset Management	(2,228)	(250)	284	(2,194)	(125)	825	(1,494)
Borough Council Elections	(134)	(30)	112	(52)	(30)	-	(82)
Building Control Reserve	0	-	-	0	(22)	-	(22)
Housing Needs Survey	(64)	(20)	-	(84)	(20)	17	(87)
ICT Strategy Reserve	(2,013)	(150)	186	(1,977)	(75)	1,064	(988)
Local Development Framework	(180)	-	-	(180)	-	100	(80)
Performance Reward Grant	(177)	-	82	(95)	-	27	(68)
Public Open Space Funds	(1,653)	(96)	155	(1,594)	(96)	155	(1,535)
Organisation Restructure Costs	(385)	-	-	(385)	-	-	(385)
Vehicle and Plant replacement	(112)	-	-	(112)	(21)	112	(21)
Leisure sites repair and maintenance	(260)	-	-	(260)	-	100	(160)
Borough Investment Account	0	-	-	0	(3,824)	-	(3,824)
Business Rates Retention	(434)	(2,276)	85	(2,625)	(883)	258	(3,250)
VAT Reserve	(105)	-	-	(105)	-	105	0
New Burdens Funding Reserve	0	(259)	-	(259)	(69)	106	(222)
Other Earmarked Reserves	(1,072)	(700)	150	(1,622)	(482)	371	(1,733)
Total	(8,865)	(3,781)	1,062	(11,584)	(5,652)	3,240	(13,996)

Below is a description of the purpose of each of the earmarked reserves identified above:

Earmarked Reserve	Reason / Use
My Neighbourhoods	An accumulation of unspent core funding allocated to be spent in accordance with the local priorities determined by each of the My Neighbourhood Forums.
Asset Management	Sums set aside to support the cost of maintaining and improving the Council's property portfolio to ensure its long term viability as an asset and to protect income generation.
Elections Provision	An annual transfer from revenue is made to cover the four yearly Borough Elections. The next election is due to take place in May 2019.
Building Control Reserve	Surpluses generated on Building Control fee-earning service set aside to support continuing service delivery.
Housing Needs Survey	Annual contribution made to fund the costs of carrying out detailed Housing Needs Surveys.
ICT Strategy	To fund IT replacement programme and other technologically based service transformation projects.
Local Development Framework	To fund one-off costs in relation to the production of planning policy documents in relation to the Local Development Framework.

Earmarked Reserve	Reason / Use
Performance Reward Grant	External revenue funding held by the Council on behalf of South Ribble Partnership set aside for spending on South Ribble Partnership projects in future years.
Public Open Space Commuted Sums	Cash endowments for the maintenance of assets transferred from the Central Lancashire New Town.
Organisation Restructure Costs	To be used to assist in funding the one-off costs of any service reviews designed to improve the efficiency of the Council.
Vehicles, Plant & Equipment	Residual balance of sums set aside to fund the replacement of vehicles, plant and equipment which are not funded from other sources of finance.
Leisure Sites Repair and Maintenance	To allow the carry forward of unspent repair and maintenance budgets for leisure sites managed by the Council's Leisure Trust (South Ribble Community Leisure Limited) partner. This will be used to fund any repair costs for which the Council is committed to under the contract with the Leisure Trust.
Borough Investment Account	To facilitate income generation schemes and create a diverse and self-sustaining income portfolio to enable the Council to bridge the funding gap.
Business Rates Retention	To mitigate the potential risk to the Council's medium-term financial strategy by providing funds to smooth out the inherent fluctuations that occur in the Business Rates Retention System.
VAT	To assist in funding the cost of irrecoverable VAT, if the Council were to exceed the partial exemption threshold.
New Burdens Funding	Funds retained to support work undertaken in future years in relation to new central government initiatives.
Other	To allow the carry forward of specific funding where the revised expenditure plans mean it will fall in subsequent years. This includes funding planned new areas of investment in the medium-term financial strategy in future years.

11. Other operating expenditure

2015/16 £'000		2016/17 £'000
256	Parish Council precepts	320
0	Payments to the Governments Capital Receipt Pool	0
(72)	(Gains) and losses on the disposal of non-current assets	(38)
184	Total	282

12. Financing and investment income and expenditure

Restated 2015/16 £'000		2016/17 £'000
147	Interest payable and similar charges	154
1,093	Net interest on the net defined benefit liability (note 37)	1,038
(252)	Interest receivable and similar income	(206)
21	Income and Expenditure in relation to investment properties and changes in their fair value (note 15)	70
(1,036)	Losses or (surplus) on trading accounts (note 28)	(667)
(27)	Total	389

13. Taxation and non-specific grant income and expenditure

2015/16 £'000		2016/17 £'000
(7,565)	Council tax income	(7,706)
(2,181)	Non-domestic rates income and expenditure	(3,769)
(3,749)	Non-ring fenced government grants	(3,437)
(3,618)	Capital grants and contributions	(307)
(17,113)	Total	(15,219)

Non-domestic Rates Income and Expenditure - The Lancashire Business Rates Pool

This Council is part of the Lancashire Business Rates Pool which began on 1 April 2016. In a Business Rate Pool, tariffs, top-ups, levies and safety nets can be combined. This can result in a significantly lower levy rate or even a zero levy rate meaning that more or all of the business rate growth can be retained within the pool area instead of being payable to the Government.

The Lancashire Business Rates Pool, which includes most but not all of the local authorities in Lancashire, has been designated by the Secretary of State for Communities and Local Government and the retained levy in Lancashire has been distributed as follows:

- Lancashire County Council is paid 10% of the overall retained levy;
- Each district within the pool retains 90% of their levy.

With regard to this council, the retained levy would be £1.116m hence under pooling we have benefitted from extra income of £1.005m. Lancashire County Council has received the remaining 10% of retained levy.

As part of the pool arrangements, one authority must be designated as lead authority, which in the case of the Lancashire Business Rates Pool is Ribble Valley Borough Council. As part of this arrangement a fee of £0.002m is payable by each pool member to Ribble Valley Borough Council in

their role as lead.

In the Lancashire Business Rates Pool each council bears its own risk and takes its own reward under the pool agreement, i.e. no sharing of a volatility reserve.

Below is a summary of the Lancashire Business Rates Pool members and relevant transactions.

Lancashire Business Rates Pool Members 2016/17	Authority Type	In-Year Transactions Relating to Tariffs and Top-Ups £'000	Retained Levy on Growth 2016/17 £'000	10% Retained Levy Payable to/Received by Lancashire County Council £'000	Net Retained Levy 2016/17 £'000
Burnley Borough Council	Tariff	7,173	(678)	68	(610)
Chorley Borough Council	Tariff	7,857	(918)	92	(826)
Hyndburn Borough Council	Tariff	5,063	(305)	31	(274)
Pendle Borough Council	Tariff	4,094	(531)	53	(478)
Ribble Valley Borough Council	Tariff	4,361	(376)	38	(338)
Rosendale Borough Council	Tariff	3,306	(401)	40	(361)
South Ribble Borough Council	Tariff	11,955	(1,116)	111	(1,005)
West Lancashire Borough Council	Tariff	9,633	(482)	48	(434)
Wyre Borough Council	Tariff	7,353	(320)	32	(288)
Lancashire County Council	Top-Up	(140,072)	0	(513)	(513)
Central Government	-	79,277	0	0	0
Total		79,277	(5,127)	0	(5,127)

The Net Retained Levy for the council is shown within Business Rates Retention income on the Comprehensive Income and Expenditure Statement, along with the council's own share of growth achieved in the year.

14. Property, plant and equipment

14a Movements in Property Plant and Equipment

2016/17	Other Land & Buildings £'000	Vehicles, Plant, Furniture & Equipment £'000	Infrastructure £'000	Community Assets £'000	Assets Under Construction £'000	Total £'000
Cost or valuation						
At 1 April 2016	25,722	11,917	1,431	65	94	39,229
Additions	700	445	444	7	134	1,730
Revaluations recognised in the Revaluation Reserve (RR)	31	-	-	3	-	34
Revaluations recognised in CIES	(385)	-	-	-	-	(385)
De-recognition - disposals	-	(515)	-	-	-	(515)
Assets reclassified	-	-	11	-	(94)	(83)
At 31 March 2017	26,068	11,847	1,886	75	134	40,010
Depreciation and Impairment						
At 1 April 2016	(1,744)	(8,899)	(423)	0	0	(11,066)
Depreciation charge	(763)	(956)	(176)	0	0	(1,895)
Depreciation written out of RR	72	-	-	-	-	72
Depreciation written out of CIES	54	-	-	-	-	54
Impairment losses recognised in RR	-	-	-	-	-	-
Impairment losses recognised in CIES	-	-	-	-	-	-
De-recognition - disposals	-	515	-	-	-	515
Assets reclassified	-	-	-	-	-	-
At 31 March 2017	(2,381)	(9,340)	(599)	0	0	(12,320)
Net Book Value						
At 31 March 2017	23,687	2,507	1,287	75	134	27,690
At 31 March 2016	23,978	3,018	1,008	65	94	28,163

2015/16	Other Land & Buildings £'000	Vehicles, Plant, Furniture & Equipment £'000	Infrastructure £'000	Community Assets £'000	Assets Under Construction £'000	Total £'000
Cost or valuation						
At 1 April 2015	26,653	10,427	783	65	0	37,928
Additions	252	1,597	648	-	94	2,591
Revaluations recognised in the Revaluation Reserve (RR)	1,534	-	-	-	-	1,534
Revaluations recognised in CIES	(2,717)	-	-	-	-	(2,717)
De-recognition - disposals	-	(107)	-	-	-	(107)
Assets reclassified	-	-	-	-	-	-
At 31 March 2016	25,722	11,917	1,431	65	94	39,229
Depreciation and Impairment						
At 1 April 2015	(3,019)	(7,220)	(219)	0	0	(10,458)
Depreciation charge	(863)	(1,786)	(204)	-	-	(2,853)
Depreciation written out of RR	1,070	-	-	-	-	1,070
Depreciation written out of CIES	1,068	-	-	-	-	1,068
Impairment losses recognised in RR	-	-	-	-	-	-
Impairment losses recognised in CIES	-	-	-	-	-	-
De-recognition - disposals	-	107	-	-	-	107
Assets reclassified	-	-	-	-	-	-
At 31 March 2016	(1,744)	(8,899)	(423)	0	0	(11,066)
Net Book Value						
At 31 March 2016	23,978	3,018	1,008	65	94	28,163
At 31 March 2015	23,634	3,207	564	65	0	27,470

14b Depreciation

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

<u>Type of Asset</u>	<u>Years</u>
Other Land & Buildings	5-60
Vehicles, Plant, Furniture & Equipment	3-15
Infrastructure	5-60

14c Capital Commitments

At 31 March 2017, there were no significant contractual commitment relating to capital expenditure (i.e. above £100k).

14d Effects of Changes in Estimates

There were no material changes in accounting estimate for Property, Plant and Equipment in 2016/17.

14e Fixed Assets Valuations

The authority carries out a rolling programme that ensures that all property, plant and equipment required to be measured at current value is revalued at least every five years. During 2016/17 the valuations were carried out internally by the Council's Surveyor Mandy Catterall MRICS. Valuations of land and buildings were carried out in accordance with the methodologies and bases for estimation set out in the professional standards of the Royal Institution of Chartered Surveyors. The basis of valuation is set out in note 1 Accounting Policies.

	Other land & Buildings £'000	Vehicles Plant Furniture & Equipment £'000	Infrastructure £'000	Community Assets £'000	Assets Under Construction £'000	Total £'000
Carried at historical cost	1,288	11,847	1,886	-	134	15,155
Valued at current value as at:						
31 March 2017	3,605	-	-	39	-	3,644
31 March 2016	17,946	-	-	-	-	17,946
31 March 2015	249	-	-	-	-	249
31 March 2013	1,265	-	-	37	-	1,302
31 March 2012	1,714	-	-	-	-	1,714
Total cost or valuation	26,067	11,847	1,886	76	134	40,010

15. Investment properties

Details of rental income and operational expenditure are given in note 28 and have been accounted for in the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement.

There are no restrictions on the Authority's ability to realise the value inherent in its investment property or its right to receipt of income or the proceeds of disposal.

At 31 March 2017, the Council had no contractual obligations to purchase, construct or develop investment property.

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

	2015/16 £'000	2016/17 £'000
Fair Value 1 April	11,555	11,556
Additions – Subsequent expenditure	22	(6)
Disposals	0	0
Net gains / (losses) from fair value adjustments	(21)	(71)
Transfers (to) / from Property Plant and Equipment	0	0
TOTAL	11,556	11,479

Fair Value Hierarchy – Investment Properties

All the Council's investment properties have been value assessed as Level 2 (other significant observable inputs) on the fair value hierarchy for valuation purposes. See the Fair Value Measurement section of Note 1 Accounting Policies for an explanation of the fair value levels.

Transfers between Levels of the Fair Value Hierarchy

There were no transfers between levels 1 and 2 during the year.

Valuation techniques used to determine Level 2 and 3 Fair Values for Investment Properties

Significant Observable Inputs - Level 2

The fair value for the level 2 investment properties has been based on the market approach using current market conditions and recent sales prices and other relevant information for similar assets in the Council's 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.

Highest and Best Use of Investment Properties

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

Valuation Techniques

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

Valuation Process for Investment Properties

The fair value of the Council's investment property is measured annually at each reporting date. All valuations are carried out in accordance with the methodologies and bases for estimation set out in the professional standards of the Royal Institution of Chartered Surveyors (RICS). During 2016/17 the valuations of investment properties were carried out on behalf of the Council by Keppie Massie. The basis of valuation is set out in note 1 Accounting Policies.

16. Intangible assets

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

All software is given a finite useful life, based on assessments of the period that the software is expected to be of use to the Authority. The following periods have been used in amortising the Authority's significant intangible assets.

Asset Description	Amortisation Period
IT work programme	5 years
Customer Contact Centre and Relationship Management System	5 years
Revenues and Benefits System	5 years
Human Resources System	5 years
Licensing Management System	5 years
Planning & Building Control System	5 years

Amortisation is on a straight line basis. In 2016/17 the amortisation charge of £0.055m was charged principally to ICT £0.037m and Revenues/Cashiers £0.014m. These services are within the Governance and Business Transformation line in the Comprehensive Income and Expenditure Statement.

The movements on Intangible Asset balances during the year are as follows:-

	2015/16 £'000	2016/17 £'000
Cost at start of year	1,070	1,119
Additions in year	49	79
Reclassifications in year	0	83
Gross cost at end of year	1,119	1,281
Accumulated amortisation at start of year	(969)	(1,058)
Amortised in year	(88)	(55)
Accumulated amortisation	(1,057)	(1,113)
Net carrying amount at the start of the year	101	62
Net carrying amount at the year end	62	168

At 31 March 2017, there were no significant contractual commitments, and no individual intangible assets the amortisation of which is materially significant to the Council.

17. Financial instruments

17a Categories of Financial Instrument

The following categories of Financial Instruments are carried in the Balance Sheet:

Long Term 31 March 2016 £'000	Restated Current 31 March 2016 £'000		Long Term 31 March 2017 £'000	Current 31 March 2017 £'000
		Cash & cash equivalents		
0	2,347	Cash & cash equivalents (note 20) net of bank overdraft	0	3,714
0	2,347	Total cash and cash equivalents	0	3,714
		Investments		
0	22,060	Loans and receivables	0	25,047
0	22,060	Total Investments	0	25,047
		Debtors		
68	1,111	Loans and receivables	56	800
0	1,877	Debtors that are not financial instruments	0	1,836
68	2,988	Total Debtors	56	2,636
		Other Long Term Liabilities		
(748)	0	Finance lease liabilities	(645)	0
(748)	0	Total Other Long Term Liabilities	(645)	0
		Creditors		
0	(285)	Finance lease (due within 12 months)	0	(295)
(250)	(1,683)	Financial liabilities carried at contract amount	(221)	(916)
0	(4,225)	Creditors that are not financial instruments	0	(5,329)
(250)	(6,193)	Total Creditors	(221)	(6,540)

There has been no reclassification of assets and no pledges of collateral have been made in the periods reported in these statements.

17b Income, Expense, Gains and Losses

The amounts charged in the Comprehensive Income and Expenditure Statement are as follows:-

	2015/16			2016/17		
	Financial Liabilities at Amortised Cost £'000	Financial Assets Loans & Receivables £'000	Total £'000	Financial Liabilities at Amortised Cost £'000	Financial Assets Loans & Receivables £'000	Total £'000
Interest expenses	147	0	147	154	0	154
Impairment	0	0	0	0	0	0
Total Expense	147	0	147	154	0	154
Interest income	0	(252)	(252)	0	(206)	(206)
Interest income accrued on impaired assets	0	0	0	0	0	0
Total income	0	(252)	(252)	0	(206)	(206)
Net (gain) / cost for the year			(105)			(52)

17c The Fair Values of Financial Assets and Financial Liabilities that are not measured at Fair Value (but for which Fair Value disclosures are required)

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

- For non-PWLB loans payable (such as the Council's Leisure Finance Lease), PWLB new borrowing rates have been applied to provide the fair value under PWLB debt redemption procedures;
- No early repayment or impairment is recognised;
- Where an instrument has a maturity of less than 12 months or is a trade or other receivable the fair value is taken to be the carrying amount or the billed amount;
- The fair value of trade and other receivables is taken to be the invoiced or billed amount.

Financial Liabilities

	31 March 2016		31 March 2017	
	Carrying Amount Restated £'000	Fair Value Restated £'000	Carrying Amount £'000	Fair Value £'000
Finance Lease (short and long-term)	(1,033)	(1,438)	(941)	(1,256)
Short Term Creditors	(1,683)	(1,683)	(916)	(916)
Long Term Creditors	(250)	(250)	(221)	(221)
Total Liabilities	(2,966)	(3,371)	(2,078)	(2,393)

For the Leisure Finance Lease the fair value represents the value of the liability if the Council were to prematurely repay the debt and so would incur a premium.

Long-term creditors comprises numerous commuted sums relating to grounds maintenance. Any difference between carrying amount and fair value of each of these small sums would be immaterial, and therefore they are carried at cost as a fair approximation of their value.

Financial Assets

	Restated 31 March 2016		31 March 2017	
	Carrying Amount £'000	Fair Value £'000	Carrying Amount £'000	Fair Value £'000
Cash and Cash Equivalents net of bank overdraft	2,347	2,347	3,714	3,714
Investments - Loans	22,060	22,060	25,047	25,047
Short Term Debtors	1,111	1,111	800	800
Long Term Debtors	68	68	56	56
Total Assets	25,586	25,586	29,617	29,617

Long-term debtors comprise a number of small debts such as some small loans. Any difference between carrying amount and fair value of each of these small sums would be immaterial, and therefore they are carried at cost as a fair approximation of their value.

17d Nature and extent of risks arising from financial instruments

Key risks

The authority's activities potentially expose it to a variety of financial risks:

- Credit risk – that other parties might fail to pay amounts due to the Council.
- Liquidity risk – that the Authority might not have liquid funds available to make payments when due.
- Market risk – the possibility of financial loss arising from movements in interest rates.

Overall procedures for managing risk

In managing investment risk the Council works within the legal framework set out in the Local Government Act 2003 and associated regulations. This requires compliance with the CIPFA Code of Practice, the Prudential Code, and investment guidance issued through the Act. A key requirement is that the council should annually consider its Treasury Management Strategy which incorporates the following:

Prudential indicators specifying:

1. Maximum and minimum exposure to fixed and variable rates;
2. Limits on the maturity structure of the debt portfolio;
3. Limits on total borrowing.

An Investment Strategy specifying:

1. The use that should be made of credit ratings and other indicators to determine the financial standing of counterparties;
2. The use of sovereign ratings to limit investments to specific countries;
3. The maximum amounts that might be deposited with any institution;
4. The lengths of time for which deposits can be made.

Credit risk

This exists in relation to debtors, and investments made as a result of the Council's treasury operations. The following paragraphs provide information on the risk attached to each of these.

Banks and Financial Institutions

The Council's Investment Strategy restricts investments to a narrow range of counterparties. At 31 March 2017 it had deposits totalling £28.760m (£24.400m at 31 March 2016) with a number of different institutions. There was no evidence to suggest a risk that any deposits might be irrecoverable.

Sundry Debtors

The sundry debtors categorised as financial instruments (note 17a) are analysed by age and risk in the following table.

	Gross £'000	Default risk £'000	Net £'000
Less than three months past due date	814	(86)	728
Three to six months past due date	119	(87)	32
Six months to one year past due date	211	(172)	39
Beyond one year	755	(754)	1
Total	1,899	(1,099)	800

The default risk has fully been provided for. No collateral is held as security.

Liquidity risk

The authority has ready access to borrowing from the Public Works Loan Board and the money markets. There is therefore no significant risk that it will be unable to raise finance to meet its commitments.

The Council manages its liquidity position through the risk management procedures outlined above as well as through cash flow management procedures required by the Council.

Market risk

Interest rate risk – The Council has limited exposure to interest rate movements on its investments. Short term investments are not carried at fair value on the balance sheet, so nominal gains and losses on fixed rate investments do not impact on the Surplus or Deficit on the Provision of Service or Other Comprehensive Income and Expenditure.

To mitigate risk the Treasury Strategy reviews interest rate forecasts and fixes prudential indicators for fixed and variable interest rate exposure.

If all variable interest rates had been 1% higher (with all other variables held constant) the financial effect would have been as shown in the following table:

	£'000
Gain - Increase in interest receivable on variable rate investments	140
Gain - Impact on the Surplus or Deficit on the Provision of Service	140

The impact of a 1% fall in interest rates would be as above but with the movements being reversed

Price risk

The Council has no material exposure to this risk.

Foreign Exchange Risk

The Council has no material exposure to this risk.

18. Inventories

	2015/16			2016/17		
	Consumable stores £'000	Maintenance materials £'000	Total £'000	Consumable stores £'000	Maintenance materials £'000	Total £'000
Balance at 1 April	67	29	96	68	25	93
Purchases	430	193	623	414	227	641
Issued in year	(427)	(197)	(624)	(402)	(231)	(633)
Written off in year	(2)	0	(2)	(4)	0	(4)
Balance at year end	68	25	93	76	21	97

19. Short term debtors

	31 March 2016 £'000	31 March 2017 £'000
Central government bodies	694	525
Other local authorities	785	739
NHS bodies	1	0
Other entities and individuals	3,093	2,941
Net carrying amount at the year end	4,573	4,204
Less provision for bad debts	(1,585)	(1,568)
Net Carrying amount at year-end	2,988	2,636

The bad debt provision has been made against debtors classified as "other entities and individuals".

20. Cash and cash equivalents

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

	Restated 31 March 2016 £'000	31 March 2017 £'000
Cash held by the Authority	6	1
Bank current and call accounts	2,340	1,830
Short term deposits	1	2,001
Bank overdraft	0	(118)
Total cash and cash equivalents	2,347	3,714

21. Short term creditors

	31 March 2016 £'000	31 March 2017 £'000
Central government bodies	(2,906)	(2,432)
Other local authorities	(682)	(865)
NHS bodies	(28)	0
Other entities and individuals	(2,577)	(3,244)
Net carrying amount at year-end	(6,193)	(6,540)

22. Provisions

The movements in provisions during the year were as follows:

	Business Rates Appeals £'000
Balance at 1 April 2015	(647)
Additional provisions made in 2015/16	(845)
Amounts used in 2015/16	172
Balance at 31 March 2016	(1,320)
Additional provisions made in 2016/17	(82)
Amounts used in 2016/17	202
Balance at 31 March 2017	(1,200)

The Council has only one class of provision, this relates entirely to Business Rates Appeals. Due to the localisation of Business Rates, which became effective from the 1st April 2013, the Council now bears part of the risk for future appeals against rateable valuations of business premises. Therefore, the Council has set aside a provision for any potential liabilities as a result of appeals. The Council is responsible for a 40% share of this liability along with The Department for Communities and Local Government (50%), Lancashire County Council (9%) and the Lancashire Fire Authority (1%). These were borne wholly by the Government under the old scheme. The Councils' estimate of the value of outstanding appeals up to 31 March 2017 is £3.000m (£3.300m at 31 March 2016). The Council has made a provision for 40% of this figure totalling £1.200m (£1.320 at 31 March 2016). Appeals are

assessed and decided by the Valuation Office Agency, an executive agency of HM Revenue & Customs, rather than the Council and as such the timing of the settlement of any successful appeals is uncertain.

23. Usable reserves

Movements in the Authority's usable reserves are detailed in the Movement in Reserves Statement (page 52).

24. Unusable reserves

	Note	31 March 2016 £'000	31 March 2017 £'000
Revaluation Reserve	24a	(5,725)	(5,743)
Capital Adjustment Account	24b	(28,143)	(28,284)
Financial Instruments Adjustment Account	24c	(8)	(6)
Deferred Capital Receipts Reserve	24d	(20)	(20)
Pensions Reserve	24e	30,252	36,703
Collection Fund Adjustment Account	24f	(358)	(471)
Accumulated Absences Account	24g	266	186
Total Unusable Reserves		(3,736)	2,365

24a Revaluation Reserve

The Revaluation Reserve contains the gains arising from increases in the valuation of Property, Plant & Equipment and Intangible Assets. The balance is reduced when assets with accumulated gains are:

- Revalued downwards or impaired and the gains are lost
- Used in the provision of services and the gains are consumed through depreciation, or
- Disposed of and the gains are realised

The reserve holds only gains accumulated since 1 April 2007, the date it was created. Gains prior to that date are consolidated in the Capital Adjustment Account.

	2015/16 £'000	2016/17 £'000
Balance at 1 April	(3,244)	(5,725)
Upward revaluation of assets	(3,358)	(582)
Downward revaluation & impairment not charged to the Comprehensive Income and Expenditure Statement	754	475
Difference between fair value and historic cost depreciation	123	89
Balance at 31 March	(5,725)	(5,743)

24b 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 or additions to those assets. The account contains the following:

- Sums set aside to finance capital expenditure.
- Accumulated gains and losses on Investment Properties.
- Revaluation gains on Property, Plant and Equipment accumulating prior to 1 April 2007.
- The difference between the charges required by accounting practice for the amortisation of assets (depreciation and impairment) and the de-recognition of assets, and the capital charges required by statute.

	2015/16 £'000	2016/17 £'000
Balance at 1 April	(30,701)	(28,144)
<i>Reversal of items relating to capital expenditure debited or credited to the CIES:</i>		
Charges for depreciation of non-current assets	2,854	1,895
Revaluation losses on property, plant & equipment	1,649	331
Amortisation of intangible assets	88	55
Revenue expenditure funded from capital under statute	487	550
Net cost of disposal of assets	0	0
	5,078	2,831
Adjusting amounts written out of the Revaluation Reserve	(123)	(89)
Net written out amount of the cost of non-current assets consumed in the year	4,955	2,742
<i>Capital financing applied in the year:</i>		
Capital receipts used to finance new capital expenditure	0	(21)
Grants and contributions used in the year to fund capital expenditure	(1,052)	(1,026)
Statutory & voluntary provision for the financing of capital investment charged against the General Fund	(843)	(1,006)
Capital expenditure charged to the General Fund Balance	(524)	(900)
	(2,419)	(2,953)
Movements in the market value of Investment Properties	21	71
Balance at 31 March	(28,144)	(28,284)

24c Financial Instruments Adjustment Account

This account contains postings arising from the difference between the requirements of accounting practice and statute in respect of certain financial instruments.

	2015/16 £'000	2016/17 £'000
Balance at 1 April	(11)	(8)
Premiums on early debt redemption	(5)	(5)
Discounts on early debt redemption	8	7
Balance at 31 March	(8)	(6)

24d Deferred Capital Receipts Reserve

This account shows the sums recognised on the disposal of non-current assets but for which cash settlement has yet to take place

	2015/16 £'000	2016/17 £'000
Balance at 1 April	(20)	(20)
Transfer to Capital Receipts Reserve on receipt of cash	0	0
Balance at 31 March	(20)	(20)

24e Pensions Reserve

This account contains postings arising from the difference between the requirements of accounting practice and statute in respect of pensions. The costs of benefits are charged to the Comprehensive Income and Expenditure Statement when they are earned rather than when they are paid. Statutory arrangements however require that benefits be financed only when the Authority makes contributions to the pension fund. The debit balance on the Pension Reserve therefore shows that benefits earned by employees exceeds the payments made by the authority to fund them. Statutory arrangements require that adequate funding will ultimately be set aside.

	2015/16 £'000	2016/17 £'000
Balance at 1 April	34,755	30,252
Re-measurements of the net defined benefit liability.	(6,218)	4,982
Reversal of charges posted to the Comprehensive Income and Expenditure Statement.	2,740	2,472
Employer contributions and direct payments to pensioners payable in the year.	(1,025)	(1,003)
Balance at 31 March	30,252	36,703

24f Collection Fund Adjustment Account

This account manages the differences arising from the recognition of Council Tax and Business Rates income in the Comprehensive Income and Expenditure Statement as it falls due from Council Tax payers and Business Rates payers compared with the statutory arrangements for paying across amounts to the General Fund from the Collection Fund.

	2015/16 £'000	2016/17 £'000
Balance at 1 April	(1,609)	(358)
Amount by which Council Tax and Business Rates income credited to the Comprehensive Income and Expenditure Statement differs from the amount required by statute.	1,251	(113)
Balance at 31 March	(358)	(471)

24g Accumulated Absences Account

The cost of compensated absences (e.g. leave entitlement) not taken by employees during the year of account, is charged to the Comprehensive Income and Expenditure Statement. Statutory arrangements require however that the impact on the General Fund Balance is neutralised by transfers to or from this account.

	2015/16 £'000	2016/17 £'000
Balance at 1 April	266	266
Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis differs from remuneration chargeable in the year in accordance with statutory requirements	0	(80)
Balance at 31 March	266	186

25. Cash flow statement – operating activities

25a Adjust net surplus or deficit on the provision of services for non-cash movements

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

	Restated 2015/16 £'000	2016/17 £'000
Depreciation	2,854	1,895
Impairment and downward valuations	1,649	332
Amortisation	88	55
Increase / (decrease) in impairment for bad debts	117	24
Increase / (decrease) in creditors	(227)	970
(Increase) / decrease in debtors	1,065	157
(Increase) / decrease in inventories	3	(4)
Movement in pension liability	1,715	1,469
Carrying amount of non-current assets and non-current assets held for sale, sold or derecognised	0	0
Contributions to / (from) Provisions	673	(120)
Movement in investment property values	21	71
Other non-cash items charged to the net surplus or deficit on the provision of services	1	0
Net adjustment	7,959	4,849

25b Adjust for items included in the net surplus or deficit on the provision of services that are investing or financing activities

The surplus or deficit on the provision of services has been adjusted for the following items that are investing and financing activities:

	2015/16 £'000	2016/17 £'000
Proceeds from short-term (not considered to be cash equivalents) and long-term investments (includes investments in associates, joint ventures and subsidiaries)	0	0
Proceeds from the sale of property, plant and equipment, investment property and intangible assets	(72)	(38)
Capital Grants credited to surplus or deficit on the provision of services	(4,225)	(760)
Net adjustment	(4,297)	(798)

25c Interest received and interest paid

The cash flows for operating activities include the following items:

	Restated 2015/16 £'000	2016/17 £'000
Interest received	222	211
Interest paid	(147)	(154)
Net cash flow in / (out)	75	57

26. Cash flow statement – investing activities

The following items have been included within investing activities in the cash flow statement:

	Restated 2015/16 £'000	2016/17 £'000
Purchase of property, plant & equipment, investment property & intangible assets	(2,501)	(1,714)
Purchase of short and long term investments	(22,000)	(25,000)
Other payments for investing activities	(11)	0
Proceeds from the sale of property, plant and equipment, investment property and intangible assets	38	109
Proceeds from short and long term investments	9,000	22,000
Other receipts relating to investing activity (government grants)	4,241	1,362
Total cash flows from investing activities	(11,233)	(3,243)

27. Cash flow statement – financing activities

The following have been included within financing activities in the cash flow statement:

	2015/16 £'000	2016/17 £'000
Cash paid to reduce lease liabilities.	(288)	(282)
Other Payments for financing activities - change in indebtedness relating to NNDR (due from Government and Preceptors) and Council Tax (due from Preceptors).	(2,010)	(448)
Total cash flows from financing activities	(2,298)	(730)

28. Trading operations

The Council manages an investment portfolio consisting of 75 industrial units (28 Investment managed, 47 economic regeneration), 55 other properties (worden, shops, offices and residential), 24 plots of leased land, others (allotments, garages, parking plots, grazing).

2015/16 £'000		2016/17 £'000
(1,037)	Turnover	(1,092)
223	Direct costs	207
(222)	Capital charges	217
(1,036)	Net (surplus) or deficit in the CIES	(668)
276	Overheads	195
(760)	Net (surplus) or deficit	(473)

29. Members allowances

The Council paid the following amounts to its members during the year:

2015/16 £'000		2016/17 £'000
321	Allowances	341
321	Total	341

30. Officers remuneration

The remuneration paid to the Authority's senior employees is as follows:

2016/17 Remuneration	Salary	Expense Allowances	Benefits in kind	Sub Total	Pensions Contributions	Total Remuneration
Post Title	£	£	£	£	£	£
Chief Executive <i>(Note 1)</i>	56,263	723	-	56,986	6,988	63,974
Interim Chief Executive <i>(Note 2)</i>	84,240			84,240		84,240
Director of Neighbourhoods, Environmental Health & Assets	69,679	1,239	-	70,918	8,849	79,767
Director of Corporate Governance & Business Transformation	65,180	1,239	-	66,419	8,278	74,697
Director of Development, Enterprise & Communities <i>(Note 3)</i>	73,250	1,239	-	74,489	9,303	83,792
Head of Shared Assurance	52,494	1,239	-	53,733	6,667	60,400
Head of Human Resources <i>(Note 3)</i>	66,352	1,239	385	67,976	8,427	76,403
Temporary Improvement Manager <i>(Note 4)</i>	44,902			44,902		44,902
Temporary Governance Manager <i>(Note 5)</i>	33,353			33,353		33,353

Note 1) The Chief Executive post was vacant as at 31/3/17

Note 2) Interim Chief Executive employed via agency with effect from 22/10/16

Note 3) 2016/17 salary includes additional payments in relation to temporary changes to senior management responsibilities during the year

Note 4) Temporary Improvement manager employed via agency. Funded from Improvement and Development Agency grant of £55,000

Note 5) Temporary Governance Manager employed via agency. Part funded from Improvement and Development Agency grant of £24,000

The comparative information for the preceding year is as follows:

2015/16 Remuneration	Salary	Expense Allowances	Benefits in kind	Sub Total	Pensions Contributions	Total Remuneration
Post Title	£	£	£	£	£	£
Chief Executive	106,662	1,239	-	107,901	13,546	121,447
Director of Neighbourhoods, Environmental Health & Assets	67,963	1,239	-	69,202	8,631	77,833
Director of Corporate Governance & Business Transformation	67,963	1,239	-	69,202	8,631	77,833
Director of Development, Enterprise & Communities	67,963	1,337	-	69,300	8,631	77,931
Head of Shared Assurance	51,975	1,239	-	53,214	6,601	59,815
Head of Human Resources	51,975	1,239	-	53,214	6,601	59,815

Authorities are required to disclose the number of other employees receiving more than £50,000 remuneration, excluding pension contributions. There were no such employees in either 2015/16 or 2016/17.

The following table gives details of employee exit packages in the current and preceding years.

Packages banded by cost	Number of compulsory redundancies		Number of other agreed departures		Total number of exit packages		Total cost of exit packages	
	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17
£0 to £20,000	0	0	1	2	1	2	£9,037	£8,208
£20,001 to £40,000	0	0	0	0	0	0	£0	£0
£40,001 to £60,000	0	0	0	0	0	0	£0	£0
£60,001 to £80,000	0	0	0	0	0	0	£0	£0
£80,001 to £100,000	0	0	0	0	0	0	£0	£0
£100,000 to £150,000	0	0	0	0	0	0	£0	£0
Total	0	0	1	2	1	2	£9,037	£8,208

31. Termination benefits

The Authority terminated the contract of 2 employees in 2016/17 incurring liabilities of £0.008m (£0.009m in 2015/16). See note 30 for the number of exit packages and total cost.

32. External audit costs

The Authority has incurred the following costs relating to external audit:

	2015/16 £'000	2016/17 £'000
Fees for statutory inspection and audit	44	44
Fees for the certification of grant claims and returns	7	7
Total	51	51

33. Grant income

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

	2015/16 £'000	2016/17 £'000
Credited to Taxation and Non-Specific		
National non-domestic rates	(802)	(590)
Revenue support grant	(1,767)	(1,099)
Grants – New Homes Bonus	(1,103)	(1,748)
Community Infrastructure Levy	(323)	(174)
Grants & Contributions - Other	(3,295)	(134)
Grants – Council Tax freeze	(77)	-
Total	(7,367)	(3,745)
Credited to Services		
Grants – benefits related	(22,942)	(22,064)
Grants & Contributions – other	(2,357)	(2,353)
Contribution – County Council waste recycling	(909)	(909)
Total	(26,208)	(25,326)
Grand Total	(33,575)	(29,071)

The Authority has received a number of grants, contributions and donations that have yet to be recognised as income as they have conditions attached that could require the monies to be returned to the giver. The balances at year end are as follows:

	2015/16 £'000	2016/17 £'000
Various contributions	203	794
Total	203	794

34. Related parties

The financial statements must disclose material transactions with related parties, to draw attention to the possible 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 effective control over the operations of the council as it provides the statutory framework within which it operates and the majority of its funding in the form of grants. Details of government grants received are given in note 33.

◆ **Members of the Council**

Councillors have direct control over the council's financial and operating policies. Elected members are required to complete a Notice of Registerable Interests and notify the council of any changes within 28 days. Declarations of interests in meetings, including the personal interest of partners, relatives or friends, are also recorded in the minutes of the meeting and in a register, both of which are open to public inspection.

Note 29 refers to the allowances paid to members. A detailed breakdown of these figures can be found in the Council's newspaper – Forward, which is distributed to all residents.

The Council has representation on various voluntary bodies. During 2016/17, the Council paid grants totalling £0.021m (2015/16 £0.021m) to some of these organisations.

◆ **Officers**

If appropriate, Directors complete a voluntary declaration of transactions involving related parties. The declarations made during the year revealed no material transactions.

◆ **Partnerships, Companies and Trusts**

Financial & Assurance Shared Services Partnership – In January 2009 this partnership was established under an Administrative Collaboration Agreement entered into by South Ribble and Chorley Borough Councils. This provides for the provision of accountancy, exchequer, treasury management, procurement and assurance services across the administrative areas of the two Councils. A Shared Services Joint Committee has been established to discharge the Chorley and South Ribble Councils' functions of providing these services.

In 2016/17 gross expenditure of £1.53m (2015/16 1.43m) was incurred on the shared services which was fully funded by recharges to the two Councils.

◆ **Simple Investment**

In 2005/06 the Council's leisure centre operation transferred to South Ribble Community Leisure Limited (SRCLL), which is a company with charitable objectives. The Council pay SRCLL a Leisure Services Fee (LSF) for the running of its leisure centres. The contract with SRCLL is for a period of 15 years and 10 months which commenced on 1 June 2005.

Name of Undertaking	South Ribble Community Leisure Limited
Type of Organisation	Limited liability.
Nature of Business	Provision and Development of leisure facilities in South Ribble
SRBC share holding	14.2%
Grant Paid in the Year	£0.021m
Leisure Services Fee	£0.250m

35. Capital expenditure and financing

The total capital expenditure in the year is shown below, together with the resources that have been used to finance it.

The statement incorporates details of the movements in the Capital Financing Requirement. This is a measure of the capital expenditure historically incurred by the Authority that has yet to be financed. This will be discharged by future charges to the revenue account.

	2015/16 £'000	2016/17 £'000
Opening Capital Financing Requirement	5,171	5,902
<i>Capital investment:</i>		
Property, Plant and Equipment	2,591	1,730
Investment property	23	(6)
Intangible Assets	49	79
Revenue Expenditure Funded from Capital under Statute	487	550
<i>Sources of finance:</i>		
Capital Receipts	0	(21)
Government Grants and Other Contributions	(1,052)	(1,026)
<i>Sums set aside from revenue:</i>		
Earmarked Reserves	(471)	(888)
Revenue Financing	(53)	(12)
Minimum Revenue provision	(597)	(761)
Voluntary Revenue Provision	(246)	(246)
Closing Capital Financing Requirement	5,902	5,302
<i>Explanation of movements in year:</i>		
Assets financed by prudential borrowing	1,263	216
Assets acquired under deferred purchase arrangement	311	189
Provision made for debt repayment	(843)	(1,007)
Increase / (Decrease) in Capital Financing Requirement	731	(601)

36. Leases

36a Authority as lessee

Finance leases

Works have been done to leisure centres owned by the Authority under a deferred purchase arrangement. The expenditure incurred, net of repayments made, is shown in the table below:

	31 March 2016 £'000	31 March 2017 £'000
Works to Leisure Centres	1,033	941

The Authority is committed to making minimum payments under these leases to discharge the outstanding liability plus finance costs that will accrue while the liability remains outstanding.

The agreement commits the lessor to invest £4.819m in their refurbishment in the years 2005/06 to 2020/21. As at 31 March 2017 £4.433m had been spent (£4.244m to 31 March 2016). The minimum payments under the lease total £6.638m of which, £1.742m is still to be paid. Payments in 2016/17 totalled £0.436m and the same amount is due in 2017/18.

The minimum lease payments in respect of the completed works to leisure centres are shown below. These minimum payments are different to the £1.742m still to be paid and identified above. This is because the figure of £1.742m represents amounts still to be paid under the terms of the contract and takes into account capital expenditure yet to be incurred, whereas the minimum payments below relate to the actual capital expenditure incurred to date.

	Minimum Lease Payments		Finance Lease Liabilities	
	31 March 2016 £'000	31 March 2017 £'000	31 March 2016 £'000	31 March 2017 £'000
Not later than 1 year	436	436	285	295
Later than 1 year but less than 5	857	742	748	646
Total	1,293	1,178	1,033	941

Operating leases

The Council currently has no assets provided under an operating lease.

36b Authority as lessor

Finance Leases

The Council has leased one property for 125 years. In the following table the gross investment in the lease is reconciled to the present value of the minimum lease payments:

	31 March 2016 £'000	31 March 2017 £'000
Finance lease debtor (present value of minimum lease payments)	20	20
Unearned finance income	91	90
Total	111	110

The gross investment in the lease and the minimum lease payments will be received over the following periods:

	Gross Investment in the Lease		Minimum lease payments	
	31 March 2016 £'000	31 March 2017 £'000	31 March 2016 £'000	31 March 2017 £'000
Not later than 1 year	1	1	1	1
Later than 1 year but less than 5	4	5	4	5
Later than 5 years	106	104	106	104
Total	111	110	111	110

No contingent rents were receivable in the years of account.

Operating leases

The Council lets certain offices and industrial units. The future minimum lease payments receivable are:

	31 March 2016 £'000	31 March 2017 £'000
Not later than one year	890	801
Later than one and not later than five years	1,791	1,709
Later than five years	12,744	15,784
Total	15,425	18,294

37. Defined benefit pension scheme

37a Governance

As part of the terms and conditions of employment of its officers and other employees, the Authority offers retirement benefits through the Local Government Pension Scheme. This scheme is administered by Lancashire County Council who have appointed a Pension Fund Committee (comprising a mix of County Councillors and representatives from other employers) to manage the Fund. The Committee is assisted by an investment panel which advises on investment strategy and risk management. The scheme is funded and pays defined benefits based on how long employees are active members, and their salary when they leave (a "final salary" scheme) for service up to 31 March 2014 and on revalued average salary (a "career average" scheme) for service from 1 April 2014 onwards.

37b Funding the liabilities

Regulations require actuarial fund valuations to be carried out every 3 years. Contributions for each employer are set having regard to their individual circumstances. Contributions must be set with a view to targeting the Funds solvency (the detailed provisions are set out in the Fund's Funding Strategy Statement). The latest valuation, carried out as at 31 March 2016, showed a shortfall for all employers of £690m or 10%. Employers are paying additional contributions over 16 years to meet the shortfall. In 2014/15 the Council opted to pay a discounted sum of £1.778m to meet the deficit

recovery contributions for the three years 2014/15 to 2016/17. For the next three year valuation period beginning 1st April 2017 the Council has opted to pre-pay the new future service rate and deficit recovery payments as a single amount in April each year of the 3 year valuation period to 2019/20 in return for a small overall discount.

37c Risks

The primary risk is that the Fund's assets will, in the long-term, fall short of its liabilities to pay benefits to members.

Investment risk management seeks to balance the maximisation of the opportunity for gain and minimise the risk of loss, on the fund's investments. The Fund achieves this through asset diversification to reduce exposure to market risk (price risk, currency risk, and interest rate risk), by ensuring counterparties meet credit criteria, and that investments are within the limits set by the investment strategy.

Other risks - The fund managers have to ensure that the fund has adequate liquidity to meet its obligations as they arise. They must also be sensitive to any actions of government or changes in European legislation which might affect funding requirements.

Sensitivity to these risks is estimated in paragraph 37i.

37d Transactions relating to retirement benefits

The Council recognises the cost of retirement benefits in the revenue account in the Cost of Services, when they are earned by employees, rather than when the benefits are actually paid as pensions. However, the charge required to be made against council tax is based on the cash payable to the fund during the year. An adjustment is therefore made to the General Fund via the Movement in Reserves Statement. The following table shows the transactions made in the Comprehensive Income and Expenditure Statement and the General Fund Balance via the Movement in Reserves Statement during the year:

	2015/16 £'000	2016/17 £'000
Comprehensive Income and Expenditure Statement		
<i>Cost of Services:</i>		
Administration	25	31
Current service cost	1,622	1,403
Past service cost	0	0
<i>Net interest on the net defined benefit liability:</i>		
Interest costs	3,163	3,352
Expected return on scheme assets	(2,070)	(2,314)
Total post-employment benefit charged to the (Surplus) / Deficit on the Provision of Service	2,740	2,472
Other post-employment benefit charged to the Comprehensive Income and Expenditure Statement		
Re-measurement of the net defined benefit liability		
Return on plan assets, excluding amount included in interest expense	(1,050)	(11,886)
Experience gain & loss	0	(3,036)
Actuarial gains & losses from changes in demographic assumptions	0	(789)
Actuarial gains & losses from changes in financial assumptions	(5,168)	20,693
Total re-measurements recognised in Other Comprehensive Income	(6,218)	4,982
Total post-employment benefit charged to the Comprehensive Income and Expenditure Statement	(3,478)	7,454
Movement in Reserves Statement		
Reversal of net charges made to the (Surplus) / Deficit on the Provision of Services	(2,740)	(2,472)
Actual amount charged against the General Fund Balance for pensions in the year	1,025	1,003

37e Pension 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

	Scheme Liabilities Local Government Pension Scheme	
	2015/16 £'000	2016/17 £'000
Present value of the defined benefit obligation	(97,109)	(116,140)
Fair value of plan assets	66,906	79,489
Net liability arising from defined benefit obligation	(30,203)	(36,651)

37f Reconciliation of fair value of the scheme (plan) assets

	Scheme Assets Local Government Pension Scheme	
	2015/16 £'000	2016/17 £'000
1 April	65,537	66,906
Interest income	2,070	2,314
Re-measurement gain/(loss)		
Return on plan assets, excluding amount included in interest expense	1,050	11,886
Employer contributions	1,022	1,006
Employee contributions	407	395
Benefits paid	(3,155)	(2,987)
Other	(25)	(31)
31 March	66,906	79,489

The actual return on the plan assets was £12,840k in 2016/17 (£3,121k 2015/16).

37g Reconciliation of present value of the scheme liabilities (defined benefit obligation)

	Scheme Liabilities Local Government Pension Scheme	
	2015/16 £'000	2016/17 £'000
1 April	(100,240)	(97,109)
Current service cost	(1,622)	(1,403)
Interest cost	(3,163)	(3,352)
Contributions by scheme participants	(407)	(395)
Re-measurement gains and (losses)		
Changes in financial assumptions	5,168	(20,693)
Experience gains & losses	0	3,036
Gains & losses from changes in demographic assumptions	0	789
Benefits paid	3,155	2,987
31 March	(97,109)	(116,140)

37h Local Government Pension Scheme assets comprised

	Fair value of scheme assets			
	2015/16 £'000	Percentage total of asset	2016/17 £'000	Percentage total of asset
Cash				
Cash and cash equivalents	2,261	3.4%	825	1.0%
Net Current Assets	40	0.1%	0	0.0%
	2,301	3.5%	825	1.0%
Equity investments (by industry type)				
Consumer	7,267	10.9%	0	0.0%
Energy	287	0.4%	0	0.0%
Financial institutions	4,058	6.1%	0	0.0%
Health and care	2,428	3.6%	0	0.0%
Information technology	4,118	6.2%	0	0.0%
Industrials	2,899	4.3%	0	0.0%
Other	1,938	2.9%	0	0.0%
Subtotal equity	22,995	34.4%	0	0.0%
Bonds				
UK corporate	962	1.4%	290	0.4%
Overseas corporate	401	0.6%	1,016	1.3%
Government	1,344	2.0%	1,573	2.0%
Subtotal bonds	2,707	4.0%	2,879	3.7%
Property				
Retail	2,293	3.4%	2,164	2.7%
Commercial	4,139	6.2%	4,840	6.1%
Subtotal property	6,432	9.6%	7,004	8.8%
Private equity				
UK	1,091	1.6%	901	1.1%
Overseas	8,274	12.4%	39,356	49.5%
Subtotal private equity	9,365	14.0%	40,257	50.6%
Other				
Infrastructure	5,346	8.0%	9,591	12.1%
Property Funds	16,836	25.1%	17,812	22.4%
Credit funds	924	1.4%	1,121	1.4%
Subtotal alternatives	23,106	34.5%	28,524	35.9%
Total	66,906	100.0%	79,489	100.0%

37i 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 liabilities have been assessed by Mercers, an independent firm of actuaries. Estimates for the County Council Fund are based on the latest full valuation of the scheme as at 31 March 2016.

The main assumptions used in their calculations have been as follows:-

	Local Government Pension Scheme	
	2015/16	2016/17
Mortality assumptions		
Longevity at 65 for current pensioners		
Men	23 yrs.	22.6 yrs.
Women	25.6 yrs.	25.2 yrs.
Longevity at 65 for future pensioners		
Men	25.2 yrs.	24.9 yrs.
Women	27.9 yrs.	27.9 yrs.
Rate of inflation (CPI)	2.0%	2.3%
Rate of increase in salaries	3.5%	3.8%
Rate of increase in pensions	2.0%	2.3%
Rate for discounting scheme liabilities	3.5%	2.5%
Take up option to convert pension into lump sum	0.0%	0.0%

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 in the assumptions occurring at the end of the reporting period, and for each assumption assumes that other factors remain unchanged.

	Impact on the defined benefit obligation in the scheme £'000
Longevity (increase 1 year)	2,338
Rate of inflation (increase of 0.1% p.a.)	1,940
Salary inflation (increase of 0.1% p.a.)	366
Rate for discounting scheme liabilities (increase of 0.1%)	(1,908)

37j Impact on the Authority's Future Cash Flows

The objectives of the scheme are to keep employers' contributions at as constant rate as possible. The County Council has agreed a strategy with the scheme's actuary to achieve a funding level of 100% over 16 years. Funding levels are monitored on an annual basis. The next triennial valuation of the Fund is due as at the 31st March 2019. Based on the results of that valuation, the contribution rates payable by the individual employers will be revised with effect from 1 April 2020.

The scheme will need to take account of the national changes to the scheme under the Public Pensions Services Act 2013. Under the Act, the Local Government Pension Scheme in England and Wales and the other main existing public service schemes may not provide benefits in relation to service after 31st March 2014. The Act provides for scheme regulations to be made within a common framework, to establish new career average revalued earnings schemes to pay pensions and other benefits to certain public servants.

The authority anticipates paying £1,688k expected contributions to the scheme in 2017/18.

The weighted average duration of the defined benefit obligation for scheme members is 17 years.

38. Contingent liabilities

Many councils, including South Ribble Borough Council, have received claims for mandatory charitable business rates relief from NHS Trusts and NHS Foundation Trusts. The backdated relief could be worth hundreds of millions of pounds in total for all of the councils. The councils have rejected the claims on the grounds that the NHS bodies are not charities, and therefore the claims are unfounded. The value of the appeals received by South Ribble Borough Council are estimated at £0.793m.

39. Contingent assets

The Council has made successful claims to HMRC regarding VAT overpaid over many years in relation to leisure centre income. At 31 March 2017, a claim submitted for compound interest relating to a claim settled in 2009/10 was still outstanding. The outcome of the claim is dependent on a test case which has proceeded to the UK Supreme Court. Up until now the taxpayer has been successful in the earlier courts however there is uncertainty with regard to what decision this court will provide in light of it being the final UK court which can decide on this matter. Therefore it is not possible to estimate the timing and value of any future payments.

40. Prior Period Adjustment

The Council discovered an error in the way short-term investments had been classified in the balance sheet in previous financial years. The error meant that in 2015/16 short-term investments to the value of £16.054m which had less than three months until maturity were classified as Cash and Cash Equivalents on the Balance Sheet contrary to the Council's accounting policy and requirements of The CIPFA Code of Practice on Local Authority Accounting in the United Kingdom (The Code). As these investments were initially acquired for periods greater than three months, typically six or twelve months, then the investments should have been classified as Short-Term Investments on the Balance Sheet regardless of how long was left to maturity. This is because paragraph 7 of International Accounting Standard (IAS) 7 states 'an investment normally qualifies as a cash equivalent only when it has a short maturity of, say, three-months or less from the date of acquisition'.

In order to correct this error, the Council has restated the prior year information for 2015/16 in the relevant lines of the balance sheet. The CIPFA Code of Practice on Local Authority Accounting in the United Kingdom also requires that an authority present a Balance Sheet at the beginning of the

preceding period when an authority makes a retrospective restatement. Therefore the opening balance sheet at 1 April 2015 has also been restated to correct the same misclassification at the 2014/15 year-end. The value of the investments misclassified at 31 March 2015 was £6.024m.

The following table demonstrates the effects on the affected line items in the Balance Sheet for the financial years 2014/15 and 2015/16. The restated (for the relevant line items) prior period Balance Sheet is provided with the current year information on page 53 of the financial statements.

Effect on the line items in the Balance Sheet	2014/15			2015/16		
	2014/15 As Originally Stated £'000	2014/15 As Restated £'000	Restatement £'000	2015/16 As Originally Stated £'000	2015/16 As Restated £'000	Restatement £'000
Short-Term Investments	3,007	9,031	6,024	6,006	22,060	16,054
Cash and Cash Equivalents	18,511	12,487	(6,024)	18,401	2,347	(16,054)

The following restatement was also required for the Cash Flow Statement. The restated (for the relevant line items) prior period Cash Flow Statement is provided with the current year information on page 50 of the financial statements.

Effect on the line items in the Cash Flow Statement	2015/16		
	2015/16 As Originally Stated £'000	2015/16 As Restated £'000	Restatement £'000
Adjustments to net surplus or deficit on the provision of services for non-cash movements	7,989	7,959	(30)
Net cash flows from Operating Activities	4,802	4,772	(30)
Investing Activities	(1,233)	(11,233)	(10,000)
Net increase or (decrease) in cash and cash equivalents	1,271	(8,759)	(10,030)
Cash and cash equivalents at the beginning of the reporting period	17,130	11,106	(6,024)
Cash and cash equivalents at the end of the reporting period	18,401	2,347	(16,054)

There was no effect on the reported financial position or performance of the Council as a result of this misclassification.

Collection Fund

The Collection Fund (England) is an agent's statement that reflects the statutory obligation for billing authorities to maintain a separate Collection Fund. The statement shows the transactions of the billing authority in relation to the collection from taxpayers, and distribution to local authorities and the Government, of council tax and non-domestic rates (Business Rates).

Restated 2015/16 Business Rates £'000	2015/16 Council Tax £'000		2016/17 Business Rates £'000	2016/17 Council Tax £'000
		Income		
	55,308	Council Tax Receivable		57,711
39,154		Business Rates Receivable	39,508	
39,154	55,308	Total Income	39,508	57,711
		Expenditure		
		Apportionment of Previous Year Surplus/(Deficit)		
1,202		Central Government	382	
961	189	South Ribble Borough Council (note 13 page 74)	306	(9)
216	969	Lancashire County Council	69	(44)
	136	Police & Crime Commissioner for Lancashire		(6)
24	56	Lancashire Combined Fire Authority	8	(3)
		Precepts, Demands and Shares		
18,736		Central Government	19,473	
14,989	7,435	South Ribble Borough Council (note 13 page 74)	15,578	7,575
3,372	38,926	Lancashire County Council	3,505	40,903
	5,480	Police & Crime Commissioner for Lancashire		5,648
375	2,235	Lancashire Combined Fire Authority	389	2,280
39,875	55,426	Total Expenditure	39,710	56,344
		Charges to Collection Fund		
83	94	Write offs of uncollectable amounts	13	238
370	196	Increase / (Decrease) in Bad Debt Provision	97	69
1,684		Increase / (Decrease) in Provision for Appeals	(300)	
127		Cost of Collection Allowance	128	
(54)		Transitional Protection Payments	(26)	
2,210	290	Total Charges to the Collection Fund	(88)	307
(2,931)	(408)	Surplus / (deficit) arising during the year	(114)	1,060
		Collection Fund Balance		
3,707	896	Surplus / (deficit) brought forward at 1 April	776	488
(2,931)	(408)	Surplus / (deficit) arising during the year	(114)	1,060
776	488	Surplus / (deficit) carried forward at 31 March	662	1,548
		Allocated to		
310	67	Transfer to / (from) Collection Fund Adjustment Account (Note 24f page 89)	265	207
388		Central Government	331	
70	352	Lancashire County Council	59	1,125
8	20	Lancashire Combined Fire Authority	7	62
	49	Police & Crime Commissioner for Lancashire		154
776	488	Surplus / (deficit) carried forward at 31 March	662	1,548

Notes to the Collection Fund

1. Accounting for Council Tax

The amount of Council Tax to be credited to the Comprehensive Income and Expenditure Statement for both billing authorities and major preceptors is their share of the accrued income. However, statute requires that the amount to be credited to the General Fund should be the authority's precept or demand for the year plus its share of the previous year's Collection Fund surplus or deficit. The difference between this regulatory charge and the accrued income is taken to the Collection Fund Adjustment Account, as revealed in the Movement in Reserves Statement. See also note 9.

Revenue relating to council tax shall be measured at the full amount receivable (net of any impairment losses) as they are non-contractual, non-exchange transactions and there can be no difference between the delivery and payment dates.

Since the collection of Council tax is an agency arrangement, debtor and creditor balances belong proportionately to the billing authority and the major preceptors. This results in a debtor/creditor position between the billing authority and each major preceptor.

2. Council Tax details of charge

For the purpose of calculating Council Tax residential properties are classified into eight valuation bands. Each valuation band is proportionate to the central Band D property. This enables calculation of the total tax base. The Council Tax Base for 2016/17 was calculated as follows: -

Band	No. Dwellings	Total No. Equivalent dwellings	Proportion of Band D Charge	Band D Equivalent
A (disabled)	0	10.25	5:9	5.7
A	9,892	8,278.55	6:9	5519.0
B	12,929	11,402.35	7:9	8,868.5
C	12,012	10,798.05	8:9	9,598.3
D	7,816	7,230.30	9:9	7,230.3
E	3,904	3,646.05	11:9	4,456.3
F	1,575	1,483.35	13:9	2,142.6
G	513	474.30	15:9	790.5
H	29	18.75	18:9	37.5
Total	48,670	43,341.95		38,648.7
Less local Council Tax Support Scheme discounts				(3,228.2)
Less adjustments for losses on collection				(708.4)
Addition for anticipated changes in the base, reduced discount on second homes and other technical changes				103.5
Band D Equivalent Number of Properties				34,815.6

Individual charges are calculated by estimating the amount of income required to be taken from the Collection Fund by the precepting authorities for the forthcoming year and dividing this by the council tax base. This results in a basic Band D charge (excluding Parish Precepts) of £1,610.96 for 2016/17 (£1,562.08 for 2015/16). The other valuation bands are proportionate to this. The full list of charges is as follows:

Band	Proportion of Band D Charge	Council Tax Levied Excluding Parish Precepts	
		2015/16 £	2016/17 £
A	0.67	1,041.29	1,073.98
B	0.78	1,214.95	1,252.96
C	0.89	1,388.52	1,431.97
D	1.00	1,562.08	1,610.96
E	1.22	1,909.21	1,968.96
F	1.44	2,256.33	2,326.94
G	1.67	2,603.47	2,684.94
H	2.00	3,124.16	3,221.92

3. Accounting for business rates

The NDR income for the year credited to the Collection Fund is the accrued income for the year, regulations determine when it should be released from the Collection Fund and paid out to major preceptors (excluding police bodies) and the Government. The amount credited to the General Fund under statute is the Authority's estimated share of NDR for the year from the National Non-Domestic Rates (NNDR) 1 return.

The NDR income included in the Comprehensive Income and Expenditure Statement is the Authority's share of the Collection Fund's accrued income for the year from the NNDR 3 return. The difference between this value and the amount required by regulation to be credited to the General Fund is taken to the Collection Fund Adjustment Account via the Movement in Reserves Statement.

Revenue relating to non-domestic rates shall be measured at the full amount receivable (net of any impairment losses) as they are non-contractual, non-exchange transactions and there can be no difference between the delivery and payment dates.

The cash collected by the Authority from NDR payers belongs proportionately to all the major preceptors (excluding police bodies) and Government. The difference between the amounts collected on behalf of the other major preceptors, Government and the payments made to them is reflected as a debtor or creditor balance as appropriate.

Regulations require that only the deficit or surplus estimated in the annual National Non Domestic Rates (NNDR) 1 Return before the year-end be recovered from or shared with preceptors. Therefore, the surplus shared between preceptors during 2016/17 was £0.765m, being the estimate included in NNDR1 2016/17, whereas the actual deficit in the 2015/16 was £2.931m.

Note 13 Taxation and Non-Specific Grant Income and Expenditure shows net Non-Domestic Rates Income and Expenditure for 2016/17 to be £3.769m (2015/16 £2.181m). This can be reconciled to South Ribble Borough Council's share of Business Rates Income in the Collection Fund statement in the following table:

2015/16 £'000		2016/17 £'000
14,989	South Ribble Borough Council's share of Business Rates	15,578
(11,856)	Tariff payable to Central Government	(2)
0	Tariff Payable to the Lancashire Business Rates Pool	(11,955)
(741)	Levy Payable to Central Government	0
0	Levy Payable to the Lancashire Business Rates Pool	(112)
(1,172)	South Ribble Borough Council share of accumulated surplus or deficit for year (transferred to Collection Fund Adjustment Account - Note 24f)	(46)
961	South Ribble Borough Council share of previous year's estimated surplus or (deficit) as per NNDR1 under regulation	306
2,181	NNDR Net Income per Note 13	3,769

This Council is part of the Lancashire Business Rates Pool which began on 1 April 2016. In a Business Rate Pool, tariffs, top-ups, levies and safety nets can be combined. This can result in a significantly lower levy rate or even a zero levy rate meaning that more or all of the business rate growth can be retained within the pool area instead of being payable to the Government. For more information on the Lancashire Business Rates Pool see note 13.

4. Business rates details of charge

Business Rates are organised on a national basis. In 2005/2006 the Government introduced a Small Business Rate Relief Scheme. This results in there being two multipliers – one for small businesses at 48.4p in 2016/17 (48.0p in 2015/16) and one for larger businesses at 49.7p in 2016/17 (49.3p in 2015/16).

The Business Rates income for 2016/17, after reliefs and provisions, was £39.70m (£37.02m in 2015/16).

The rateable value for the Council's area at the end of the financial year 2016/17 was £91.8m (£91.5m in 2015/16).

Glossary of Terms

Accounting Policies

The rules and practices adopted by the authority that determine how the transactions and events are reflected in the accounts.

Accruals Basis

The accruals principle is that income is recorded when it is earned rather than when it is received, and expenses are recorded when goods or services are received rather than when the payment is made.

Agency Services

These are services that are performed by or for another Authority or public body, where the principal (the Authority responsible for the service) reimburses the agent (the Authority carrying out the work) for the costs of the work.

Appointed Auditors

From 1 April 2015 the appointment of External Auditors to Local Authorities is undertaken by Public Sector Audit Appointments Limited (PSAA), an independent company limited by guarantee and incorporated by the Local Government Association in August 2014. This role was previously undertaken by The Audit Commission. Grant Thornton UK LLP is the Council's appointed Auditor.

Balances

The balances of the Authority represent the accumulated surplus of income over expenditure on any of the Funds.

Capital Adjustment Account

The Account accumulates (on the debit side) the write-down of the historical cost of non-current assets as they are consumed by depreciation and impairments or written off on disposal. It accumulates (on the credit side) the resources that have been set aside to finance capital expenditure. The same process applies to capital expenditure that is only capital by statutory definition (revenue expenditure funded by capital under statute). The balance on the account thus represents timing differences between the amount of the historical cost of non-current assets that has been consumed and the amount that has been financed in accordance with statutory requirements.

Capital Expenditure

This is expenditure on the acquisition of a fixed asset, or expenditure, which adds to, and not merely maintains, the value of an existing fixed asset.

Capital Financing Charges

This is the annual charge to the revenue account in respect of interest and principal repayments and payments of borrowed money, together with leasing rentals.

Capital Financing Requirement (CFR)

CFR is a measure of the capital expenditure historically incurred by the Authority that has yet to be financed. This will be discharged by future charges to the revenue account. In determining Council Tax charges, authorities have to make a specific provision for the financing of capital expenditure. The outstanding amount for which provision has to be made is known as the Capital Financing Requirement.

Capital Receipts

Income received from the sale of land or other capital assets, a proportion of which may be used to finance new capital expenditure, subject to the provisions contained within the Local Government Act 2003.

Carrying Amount

The Balance Sheet value recorded of either an asset or a liability.

Chartered Institute of Public Finance and Accountancy (CIPFA)

CIPFA is the leading professional accountancy body for public services.

Code of Practice on Local Authority Accounting in the United Kingdom (The Code)

The Code incorporates guidance in line with IFRS, IPSAS and UK GAAP Accounting Standards. It sets out the proper accounting practice to be adopted for the Statement of Accounts to ensure they 'present fairly' the financial position of the Council. The Code has statutory status via the provision of the Local Government Act 2003.

Collection Fund

The Council as a billing authority has a statutory obligation to maintain a separate Collection Fund. This shows the transactions of the Council in relation to the collection from taxpayers of Council Tax and Non-Domestic Rates (NDR) and its distribution to local government bodies and the Government.

Community Assets

These are non-current assets that the Council intends to hold in perpetuity which have no determinable finite useful life and, in addition, may have restrictions on their disposal. Examples include parks and historical buildings not used for operational purposes.

Contingency

This is money set aside in the budget to meet the cost of unforeseen items of expenditure, or shortfalls in income, and to provide for inflation where this is not included in individual budgets.

Contingent Liabilities or Assets

These are amounts potentially due to or from individuals or organisations which may arise in the future but which at this time cannot be determined accurately, and for which provision has not been made in the Council's accounts.

Council Tax

A local tax on residential properties within the Council's area, set by the charging (South Ribble Borough Council) and precepting authorities. The level is determined by the revenue expenditure requirements for each authority divided by council tax base for the year.

Council Tax Base

The amount calculated for each billing authority from which the grant entitlement of its share is derived. The number of properties in each band is multiplied by the relevant band proportion in order to calculate the number of Band D equivalent properties in the area. The calculation allows for exemptions, discounts, appeals and a provision for non-collection.

Council Tax Requirement

This is the estimated revenue expenditure on General Fund services that will be financed from the Council Tax after deducting income from fees and charges, General Fund Balances, specific grants and any funding from reserves.

Creditors

Amounts owed by the Council for work done, goods received or services rendered, for which payment has not been made at the date of the balance sheet.

Current Service Cost

Current Service Cost is the increase in the present value of a defined benefit pension scheme's liabilities expected to arise from employee service in the current period, i.e. the ultimate pension benefits "earned" by employees in the current year's employment.

Current Value

The current value of an asset reflects the economic environment prevailing for the service or function the asset is supporting at the reporting date.

Curtailement

Curtailements will show the cost of the early payment of pension benefits if any employee has been made redundant in the previous financial year.

Debtors

These are sums of money due to the Council that have not been received at the date of the Balance Sheet.

Deferred Capital Receipts

These represent capital income still to be received after disposals have taken place and wholly consists of principal outstanding from the sale of council houses.

Defined Benefit Scheme

This is a pension or other retirement benefit scheme other than a defined contribution scheme. Usually, the scheme rules define the benefits independently of the contributions payable and the benefits are not directly related to the investments of the scheme. The scheme may be funded or unfunded (including notionally funded).

Department for Communities and Local Government (DCLG)

DCLG is a Central Government department with the overriding responsibility for determining the allocation of general resources to Local Authorities.

Depreciation

This is the measure of the wearing out, consumption, or other reduction in the useful economic life of property plant and equipment assets.

Derecognition

Financial assets and liabilities will need to be removed from the Balance Sheet once performance under the contract is complete or the contract is terminated.

Discounts

Discounts represent the outstanding discount received on the premature repayment of Public Works Loan Board loans. In line with the requirements of the Code, gains arising from the repurchase or early settlement of borrowing have been written back to revenue. However, where the repurchase or borrowing was coupled with a refinancing or restructuring of borrowing with substantially the same overall economic effect when viewed as a whole, gains have been recognised over the life of the replacement loan.

Earmarked Reserves

The Council holds a number of reserves earmarked to be used to meet specific, known or predicted future expenditure.

External Audit

The independent examination of the activities and accounts of Local Authorities to ensure the accounts have been prepared in accordance with legislative requirements and proper practices and to ensure the Authority has made proper arrangements to secure value for money in its use of resources.

Fair Value

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.

Finance Lease

A finance lease is a lease that transfers substantially all of the risks and rewards of ownership of a fixed asset to the lessee.

Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another. The term 'financial instrument' covers both financial assets and financial liabilities and includes both the most straightforward financial assets and liabilities such as trade receivables and trade payables and the most complex ones such as derivatives and embedded derivatives.

Financial Regulations

These are the written code of procedures approved by the Council, intended to provide a framework for proper financial management. Financial regulations usually set out rules on accounting, audit, administrative and budgeting procedures.

General Fund

This is the main revenue fund of the Authority and includes the net cost of all services financed by local taxpayers and Government grants.

Highways Network Asset

A grouping of interconnected components, expenditure on which is only recoverable by continued use of the asset created, i.e. there is no prospect of sale or alternative use. Components include carriageways, footways and cycle tracks, structures, street lighting, street furniture, traffic management systems and land. District Council's such as South Ribble Borough Council rarely hold such assets as they are not Highways Authorities.

Housing Benefit

This is an allowance to persons receiving little or no income to meet, in whole or part, their rent. Benefit is allowed or paid by Local Authorities but Central Government refunds part of the cost of the benefits and of the running costs of the services to Local Authorities. Benefits paid to the Authority's own tenants are known as rent rebate and that paid to private tenants as rent allowance.

Impairment

A reduction in the value of assets below its value brought forward in the Balance Sheet. Examples of factors which may cause such a reduction in value include general price decreases, a significant decline in a fixed asset's market value and evidence of obsolescence or physical damage to the asset.

Infrastructure Assets

Fixed Assets which generally cannot be sold and from which benefit can be obtained only by continued use of the asset created. Examples of such assets are highways, footpaths, bridges and water and drainage facilities.

Intangible Assets

These are assets that do not have physical substance but are identifiable and controlled by the Council. Examples include software, licenses and patents.

International Financial Reporting Standard (IFRS)

Defined Accounting Standards that must be applied by all reporting entities to all financial statements in order to provide a true and fair view of the entity's financial position, and a standardised method of comparison with financial statements of the other entities.

Inventories

Amounts of unused or unconsumed stocks held in expectation of future use. Inventories are comprised of the following categories:

- Goods or other assets purchased for resale

- Consumable stores
- Raw materials and components
- Products and services in intermediate stages of completion
- Finished goods

Investment Properties

Property, which can be land or a building or part of a building or both, that is held solely to earn rentals or for capital appreciation or both, rather than for operational purposes.

Joint Venture

A joint venture is a joint arrangement whereby the parties who have joint control of the arrangement have rights to the net assets of the arrangement.

Leasing Costs

This is where a rental is paid for the use of an asset for a specified period of time. Two forms of lease exist: finance leases and operating leases.

Materiality

Information is material if omitting it or misstating it could influence the decisions that users make on the basis of financial information about a specific reporting authority.

Medium Term Financial Strategy (MTFS)

This is a financial planning document that sets out the future years financial forecasts for the Council. It considers local and national policy influences and projects their impact on the general fund revenue budget, and capital programme. At South Ribble Borough Council this usually covers a four year timeframe.

Minimum Revenue Provision (MRP)

The Council is required to pay off an element of the accumulated General Fund capital spend each year through a revenue charge. MRP is the minimum amount which must be charged to an Authority's revenue account each year and set aside as provision for credit liabilities, as required by the Local Government and Housing Act 1989 and calculated in accordance with The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003.

Non-Domestic Rate (NDR) (also known as Business Rates)

NDR is the levy on business property, based on a national rate in the pound applied to the 'rateable value' of the property. The Government determines national rate poundage each year which is applicable to all Local Authorities.

Net Book Value (NBV)

The amount at which non-current assets are included in the balance sheet, i.e. their historical cost or current value less the cumulative amounts provided for depreciation.

Net Realisable Value (NRV)

NRV is the open market value of the asset in its existing use (or open market value in the case of non-operational assets) less the expenses to be incurred in realising the asset.

Operating Lease

This is a type of lease, usually of computer equipment, office equipment, furniture, etc. where the balance of risks and rewards of holding the asset remains with the lessor. The asset remains the property of the lessor and the lease costs are revenue expenditure to the Authority.

Precept

The amount levied by various Authorities that is collected by the Council on their behalf. The major precepting Authorities in South Ribble are Lancashire County Council, the Police and Crime Commissioner for Lancashire, and the Lancashire Combined Fire and Rescue Authority. Parish precepts are also collected on behalf of a number of Parish and Town Councils in the area.

Premiums

These are discounts that have arisen following the early redemption of long term debt, which are written down over the lifetime of replacement loans where applicable.

Prior Period Adjustments

These are material adjustments which are applicable to an earlier period arising from changes in accounting policies or for the correction of fundamental errors.

Property, Plant and Equipment (PPE)

PPE are tangible assets (i.e. assets that have physical substance) that are held for use in the production or supply of goods and services, for rental to others, or for administrative purposes, and are expected to be used during more than one year.

Provisions

Amounts set aside to meet liabilities or losses which it is anticipated will be incurred but where the amount and/or the timing of such costs are uncertain.

Public Works Loan Board (PWLB)

An arm of Central Government which is the major provider of loans to finance long term funding requirements for Local Authorities.

Related Parties

Related parties are Central Government, other Local Authorities, precepting and levying bodies, subsidiary and associated companies, Elected Members, all senior officers from Director and above and the Pension Fund. For individuals identified as related parties, the following are also presumed to be related parties:

- members of the close family, or the same household; and
- partnerships, companies, trusts or other entities in which the individual, or member of their close family or the same household, has a controlling interest.

Remeasurement of the Net Defined Benefit Liability

Remeasurement of the Net Defined Benefit Liability (asset) comprises:

- b) actuarial gains and losses
- c) the return on plan assets, excluding amounts included in net interest on the net defined benefit liability (asset), and
- d) any change in the effect of the asset ceiling, excluding amounts included in net interest on the net defined benefit liability (asset).

Reporting Standards

The Code of Practice prescribes the accounting treatment and disclosures for all normal transactions of a Local Authority. It is based on International Financial Reporting Standards (IFRS), International Standards (IAS) and International Financial Reporting Interpretations Committee (IFRIC) plus UK Generally Accepted Accounting Practice (GAAP) and Financial Reporting Standards (FRS).

Regulation(s)

Various Acts of Parliament, Statutory Instruments and Bills that require local authorities to account for transactions in a particularly way which might depart from proper accounting practice, IFRS or other Reporting Standards.

Reserves

Amounts set aside to help manage future risks, to provide working balances or that are earmarked for specific future expenditure priorities.

Revaluation Reserve

The Revaluation Reserve records the accumulated gains on the non-current assets held by the Authority arising from increases in value as a result of inflation or other factors (to the extent that these gains have not been consumed by subsequent downward movements in value).

Revenue Support Grant

The main Government grant paid to local authorities. It is intended to adjust for differences in needs between areas so that, if all local authorities were to spend at the level which the Government assess that they need to spend, the council tax would be the same across the whole country.

Revenue Expenditure Funded From Capital Under Statute (REFCUS)

Expenditure incurred during the year that may be capitalised under statutory provision but that does not result in the creation of a non-current asset that has been charged as expenditure to the CIES.

Royal Institution of Chartered Surveyors (RICS)

The Royal Institution of Chartered Surveyors (RICS) is a professional body that accredits professionals within the land, property and construction sectors worldwide.

Members holding RICS qualifications may use the following designations after their name: MRICS (Member), FRICS (Fellow), AssocRICS (Associate). Those with the designation MRICS or FRICS are also known as chartered surveyors.

Service Reporting Code of Practice (SeRCOP)

Prepared and published by CIPFA, the Service Reporting Code of Practice (SeRCOP) is reviewed annually to ensure that it develops in line with the needs of modern Local Government, Transparency, Best Value and public services reform. SeRCOP establishes proper practices with regard to consistent financial reporting for services and in England and Wales, it is given legislative backing by regulations which identify the accounting practices it propounds as proper practices under the Local Government Act 2003.

Treasury Management

This is the process by which the Authority controls its cash flow and its borrowing and lending activities.

Treasury Management Strategy (TMS)

A strategy prepared with regard to legislative and CIPFA requirements setting out the framework for treasury management activity for the Council.

Voluntary Revenue Provision

The Council is required to pay off an element of the accumulated General Fund capital spend each year through a revenue charge (the Minimum Revenue Provision - MRP), although it is also allowed to undertake additional voluntary payments if required, this is the Voluntary Revenue Provision (VRP).