



# CONTENTS

	Page
Narrative Report	3
Statement of Responsibilities	15
Independent External Auditor's Report	16
<b>Core Financial Statement</b>	
Expenditure and Funding Analysis (EFA)	20
Comprehensive Income and Expenditure Statement (CIES)	21
Movement in Reserves Statement (MIRS)	22
Balance Sheet	23
Cash Flow Statement (CFS)	24
Notes to the Accounts	25
<b>Supplementary Financial Statements</b>	
Housing Revenue Account	95
Collection Fund Account	101
Pension Fund Accounts	104
Group Accounts	128
Annual Governance Statement	130
Glossary of Terms	151

## Chair's Approval of Statement of Accounts

This is the Annual Financial Report, incorporating the Statement of Accounts with all audit activities completed. The Audit and Standards Committee of the London Borough of Barking and Dagenham at its meeting on xxxxx authorised the Chair to approve the Statement of Accounts.

Councillor Princess Bright, Chair of Audit and Standards Committee

**Date: XX November 2020**

## Chief Financial Officer's Narrative Report

### Introduction

#### The Borough

The Council's vision of **One borough; one community; London's growth opportunity** was central to the launch of the Ambition 2020 programme in 2017. This programme was designed to lead to the creation of an entirely new kind of council by 2020, one capable of meeting head on the fiscal, demographic and political challenges facing our Borough as we deliver the Brough Manifesto over the next 20 years.

In 2017 we were clear that:

*"The combined impacts of austerity, population change and government policy mean that we can no longer afford to meet the needs of our residents by spending more money on the kinds of services we have provided in the past. Instead the task is to re-focus what we do so that we identify the root cause of need and tackle it, so that people have a better chance of living more independently. Our job is to build resilience so that people are better able to help themselves."*

At the same we were also clear that our Borough had enormous and unfulfilled potential, in part due to our proximity to central London and the availability of land in the Borough:

*"Unlike most other areas, we have a once in a generation opportunity to secure the benefits of huge economic growth for our residents, so that no-one is left behind. No other part of Greater London has the potential to play the role that Barking and Dagenham does in the expansion of London's economy. Over the next 20 years, we have the potential for up to 50,000 new homes and over 10,000 new jobs in the borough. We can stand by and watch things happen, seeing inequalities increase and the weakest driven out of the borough or we can shape the future so that the whole community benefits and prospers."*

Our task was to create a Council that was capable of realising this opportunity whilst confronting the significant challenges set out above.

#### A new kind of Council

Core to the changes that were proposed as part of Ambition 2020 was a new operating model for the Council, moving away from an organisation designed around professional service silos, to one that is designed around what we need to achieve for our residents.

*"The new arrangements we are implementing no longer have separate functional departments or directorates. Our organisation is being shaped around the needs of our people, the place, and our goals."*

*The delivery of services will be undertaken by a range of 'Service Delivery Blocks'. Some of them we propose should be in-house, and some should be at arm's length, so that they are able to generate the income to become self-funding and to reinvest."*

This operating model was designed to enable the organisation to excel across five areas:

**Being commercially minded and financially self-sufficient:** "Making our Council commercially astute, with the capability to innovate and to maximise income, and a constant drive to improve our efficiency and productivity."

**Providing consistently outstanding customer service:** "We need to improve how customers get access to information and services and find innovative ways to enhance the customer experience and build trust whilst reducing demand and therefore cost."

**Shaping a place that people choose to live in:** "That means creating and maintaining areas that are attractive and affordable. That includes excellent schools, a safe and clean environment, culture and leisure facilities, and heritage."

## NARRATIVE REPORT

**Building public engagement, greater responsibility and civic pride:** “This includes a focus on clean streets and enforcement, holding private sector landlords to account for the condition of property they own, and running a wide and varied Council events programme promoting a sense of community and attracting people to the borough.”

**Reducing service demand:** “A coordinated approach to reducing demand through early and effective intervention including key services such as social care, housing and integrated health.”

Over the last three years, Ambition 2020 has delivered 30 major change programmes. Our new operating model now exists and is operating successfully. No services have been cut, and nothing has been outsourced. There have been 450 voluntary redundancies, and 715 staff have transferred to one of our wholly owned companies. The programme has underspent by close to £6m, a saving which has been reinvested in the New Ways of Working programme, which has enabled staff from 29 locations to be consolidated into two offices whilst rolling out new IT systems and a culture of flexible working.

The programme is not yet complete. There are significant programmes of work that still need to be delivered during 2020, including the Elevate JV exit and the transformation of The Core (the business cases for these elements were approved by Cabinet in January 2019). But we have come a long way in a very short space of time. Across each priority area, Ambition 2020 has delivered significant benefits to the organisation, despite there being more work to do.

The challenges facing our Borough and our people have not changed significantly since 2017. We still have one of the fastest growing and fastest changing populations in the country. We are still wrestling with the fiscal challenges brought about through austerity. And we are still dealing with the implications of government policy in relation to welfare and health and social care in particular. At the same time, we still have a population that faces significant health and wellbeing challenges, mirrored in the continued rise of demand on statutory services, in particular children’s social care.

But we now have an organisation that is better equipped to confront these challenges than it has ever been. And whilst there is still work to do to, we now have greater financial freedom and flexibility than we have had since the onset of austerity.

Our progress towards delivering the Borough Manifesto can be viewed in the Borough Data Explorer, along with a wide range of socioeconomic data about the borough and the community, which can be viewed in this link: [www.lbdd.gov.uk/boroughdataexplorer](http://www.lbdd.gov.uk/boroughdataexplorer)

To view the Borough Manifesto, visit this link: [www.lbdd.gov.uk/borough-manifesto](http://www.lbdd.gov.uk/borough-manifesto)

### **The Corporate Plan 2018-22**

The Corporate Plan sets out the Council’s contribution over four years to deliver the Borough Manifesto, consolidating the progress made with the New Kind of Council and achieving real change for residents. The priorities and performance measures we are using to drive progress and improvement link directly to the aspirations, themes and targets of the Manifesto; ensuring that we have a co-ordinated and focused effort.

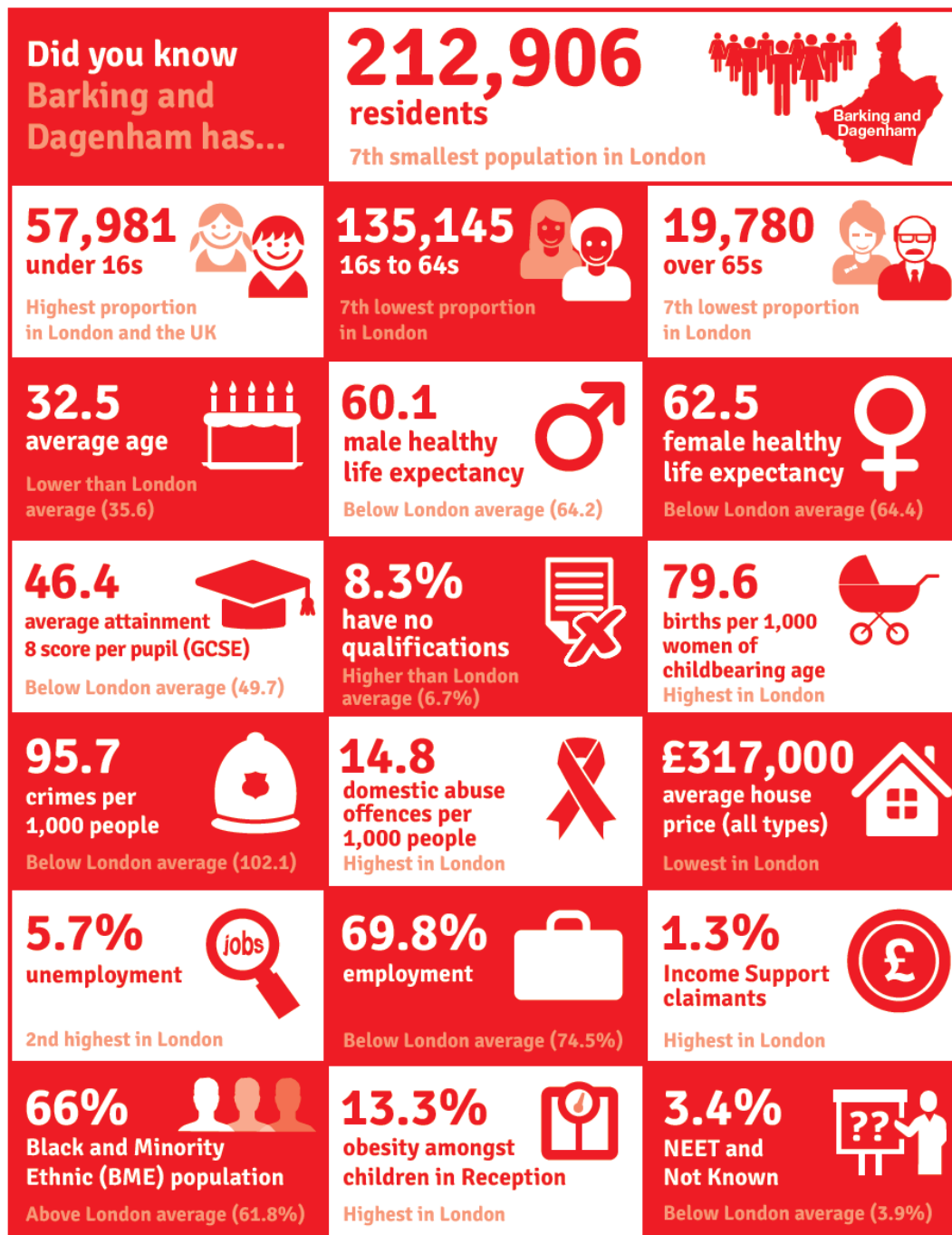
The Corporate Plan 2018-22 focuses on four key themes and sets out priorities within each theme:

- **A New Kind of Council** – including building a well-run organisation, ensuring relentlessly reliable services and developing place-based partnerships
- **Empowering People** – including enabling greater independence whilst protecting the most vulnerable, strengthening services for all and intervening earlier
- **Inclusive Growth** – including developing an aspirational and affordable housing offer, shaping great places and strong communities through regeneration and encouraging enterprise and enabling employment.

## NARRATIVE REPORT

- **Citizenship and Participation** – including harnessing culture and increasing opportunity, encouraging civic pride and social responsibility and strengthening partnerships, participation and a place-based approach.

Each priority has key accountabilities and key performance indicators that allow for performance to be monitored and are reported to Corporate Performance Group and Cabinet on a quarterly basis. The Corporate Plan forms the top layer of the Council's organisational business planning and informs all subsequent strategies, commissioning mandates and business plans, through to frontline service delivery. Building on the themes, work is currently underway to develop three overarching strategies around Inclusive Growth, People and Resilience, and Participation and Engagement.



Source: <https://www.lbbd.gov.uk/about-the-borough>

# NARRATIVE REPORT

## **COVID-19**

The past few months have shown the strength of community within Barking and Dagenham in the way that we have collectively responded to the challenges of the Coronavirus pandemic. In the last few weeks of 2019/20 residents and businesses within the borough were affected as day-to-day life changed leading to a prolonged period of lockdown. The economic effects of the lockdown will continue to be felt by residents and businesses for many months as we look to recover and re-establish the way our community works.

The Council played a key role in the response to the pandemic by supporting the vulnerable within our community and will continue to do so. There are additional, unforeseen cost pressures that the Council faces as a result of the pandemic response. These costs have not had a dramatic impact on the 2019/20 financial outturn as the change in behaviour began in the final two weeks of March therefore the scale of the impact on the Council's finances will be largely felt during 2020/21.

## **The Council**

The Borough consists of 17 wards, each served by three elected Councillors. During 2019/20, all 51 Councillors were from the Labour Party.

The Council operates with a Leader and Cabinet. During 2019/20 there were 10 Cabinet members, including the Leader and two Deputy Leaders.

The Council's management is led by the Strategic Leadership Team, which during 2019/20 comprised:

- The Chief Executive (Head of Paid Service)
- Chief Operating Officer (Section 151 Officer)
- Director of People and Resilience
- Director of Inclusive Growth
- Director of Law and Governance (Monitoring Officer)
- Director of Policy & Participation

Each of these senior officers oversees the strategic management of service areas managed by commissioning directors, operational directors and heads of service. The Council employs 2,368 employees.

Performance against planned activity and budgets is reported quarterly at Corporate Performance Group (made up of the Strategic Leadership Team), and Cabinet, and to the Overview and Scrutiny Committee every six months.

## **Risk Management**

Our risk management processes help us identify and manage the most significant risks to the organisation, by significant we mean those that could stop us achieving our strategic objectives or have a significant detrimental impact on the London Borough of Barking and Dagenham. The Audit and Standards Committee maintains oversight for risk management and is ultimately responsible for ensuring that satisfactory arrangements are in place for this.

The key risks to the organisation relate to managing the impact of the Covid-19 pandemic in both the short and medium term, Brexit, maintaining a safe and healthy environment and ensuring the financial sustainability of our operations. In the case of this last, the Covid-19 pandemic has had a



## **NARRATIVE REPORT**

significant impact and work is in hand to effectively manage this and other financial challenges the Council faces.

### **The Council's Medium Term Financial Strategy**

The Council has a four year medium term financial strategy which is reviewed every year in July and Autumn. The first year of the strategy is the basis for the coming year's budget which is approved by the Council in February.

The Council is a member of the London wide business rates pool which allows retention of 67% of NNDR in the capital. This is a reduction from the previous 75% retention.

Council tax for 2020/21 was increased by

- 1.99% Local Authority Precept increase; and
- 2.0% increase for the Adult Social Care Precept

The current MTFS is closely linked to the Council's strategic priorities and takes into account the expected financial and other pressures over the next four years.

It includes demographic and demand funding for our front line services: Care and Support, Community Solutions and Public Realm and funding to meet specific member priorities such as developing Community Engagement. There is also provision made for pay and prices inflation.

There are ongoing requirements to identify savings and strategies for managing demand and reducing cost. These are developed, implemented and reviewed throughout the MTFS cycle.

In 2020/21 there are a number of service specific savings which largely are the final stage of the 2017-21 Transformation programme. The largest service saving is the Core Programme. The Council is unwinding its contract with Elevate and a range of services will be transferring back to the Council. At the same time, we are reviewing the services such as Finance, HR and Commissioning provided from the Corporate Centre. We are also considering how we can increase income to the Council and how we can collect debt better

The 2020/21 budget was approved by the Cabinet in February and is £155.8m – a net increase of £7.0m from last year.

### **The Impact of COVID 19**

The response to the CoVid 19 pandemic began around two weeks before the financial year end and there was relatively little impact on the Council's finances in March 2020. All government funding relating to the situation will fall into the 2020/21 financial year.

In the first quarter of 2020/21 however the Council was subject to both cost increases and lost of income as a result of lockdown. Cost pressures are made up of additional demand for services including some new responsibilities such as Test and Trace, support for those shielding and additional costs of providing services in a COVID safe way.

Income losses have been incurred across the Council with the almost total suspension of a range of normal activities during the period of lockdown. Enforcement has been particularly affected from the reduction in parking, licensing and market income. In addition the Council's leisure centres were closed and return to normal activity is expected to be slow resulting in the loss of the concession income from the managing partner company.

## NARRATIVE REPORT

Central Government has announced three non ringfenced grants to support Councils. The LBBD allocation is £14.6m. In addition there have been specific grants for some of the new responsibilities and NHS funding is available to support discharges from hospital to social care.

There is also a fees and charges loss scheme under which the Council must bear the first 5% of lost income with further losses being compensated by Government at 75p in the pound.

The extent of the financial pressure is still not clear as it depends both on the length of the pandemic including any potential second wave and on the measures required to control it. A further local or national lockdown would obviously increase the costs and income losses. It is also not yet clear what the longer-term impacts, how quickly residents and businesses will return to "normal" and the depth and duration of the economic downturn.

The Council is monitoring both additional costs and income losses carefully and this will be reflected in both our budget monitoring and our medium-term financial planning.

### **Financial Performance in 2019/20 - Revenue**

The General Fund budget for 2019/20 was £148.8m. After transfers to reserves which was mainly the carry forward of grants, income for specific purposes and monies held on behalf of partnership organisations the net budget variance was an overspend against the budget of £4.9m. This includes overspends of around £16.4m across a range of departments offset by an underspend in Central Expenses and £6.1m income surplus.

This overspend was funded by drawing down from the Budget Support Reserve which was established partly for this purpose. The ability to use the budget support reserve meant that the Council's General Fund reserve remains the same at the end of this year.

This was a difficult year for the Council in budget terms as the cumulative impact of nine years of austerity has reduced its capacity to absorb demographic and cost pressures such as those experienced by our Care and Support services. Budget monitoring reports during the year consistently forecast an overspend but successful management action was able to reduce the total pressure by year end.

DEPARTMENT	BUDGET 2019-20	OUTTURN	NET RESERVE TRANSFER	FINAL OUTTURN
	£000	£000	£000	£000
SDI COMMISSIONING	7,016	5,805	652	6,457
CORE	6,442	8,413	336	8,749
CENTRAL	36,345	30,074	887	30,961
EDUCATION, YOUTH & CHILDCARE	4,059	2,630	1,820	4,450
LAW, GOVERNANCE & HR	(1,236)	(1,817)	8	(1,809)
POLICY & PARTICIPATION	2,899	2,708	718	3,426
CARE & SUPPORT	72,339	82,551	30	82,581
INCLUSIVE GROWTH	1,052	2,080	(175)	1,904
COMMUNITY SOLUTIONS	9,748	9,989	697	10,686
MY PLACE	5,732	6,455	(37)	6,419
CONTRACTED SERVICES	4,424	5,987	0	5,987
DEDICATED SCHOOLS BUDGET	0	(4,006)	4,006	0
HRA	0	381	(381)	0



## NARRATIVE REPORT

<b>TOTAL</b>	<b>148,820</b>	<b>151,251</b>	<b>8,562</b>	<b>159,811</b>
<b>CORPORATE FUNDING</b>				
COUNCIL TAX	(61,786)	(61,786)		(61,786)
BUSINESS RATES	(29,321)	(29,321)		(29,321)
NON-RINGFENCED GRANTS	(57,713)	(59,546)	(195)	(59,741)
C/F SURPLUS	0	(1,793)		(1,793)
DIVIDEND	0	(2,295)		(2,295)
<b>TOTAL</b>	<b>(148,820)</b>	<b>(154,741)</b>	<b>(195)</b>	<b>(154,936)</b>
<b>NET GENERAL FUND POSITION</b>	<b>0</b>	<b>(3,491)</b>	<b>8,367</b>	<b>4,876</b>

The main areas of financial pressure were Care and Support, Core and Contracted Services. These pressures were offset by a large central underspend and increased Corporate Funding.

### Care and Support

Social Care and Support is an area of high budgetary pressure for all Councils with these responsibilities. There is increasing need for support as a result of demographic changes including an increase in the numbers of people living with severe disabilities, chronic health conditions and other complex needs. In an area such as Barking and Dagenham deprivation also contributes to high levels of need especially for children and young people. In addition, the costs of providing care continue to increase as a result of wage uplifts and inflation.

However there has been a great deal of service work in recent years to contain and mitigate these budgetary pressures. In particular there has been a great deal of work to streamline the business processes including the strengthening of the brokerage role and a new integrated finance module within the Care and Support IT system. This has allowed greater understanding and grip of the budgets. Within the Adults division this review has also ensured that there is a much more robust income collection system which together with the updated charging policy has resulted in a significant increase in the income received.

However there was an overspend of £5.0m in Disabilities reflecting increased numbers and complexity of needs for both Adults and Children. The overspend was largely in the care purchasing budgets - £3.3m for Adults with Learning Disabilities, £0.9m for Children with Disabilities and £0.7m for Transport. In all cases this is the result of high levels of demand and has been consistently forecast throughout the year.

The overspend within Children's Care and Support was just under £5.0m. There is a long-standing pressure on the staffing budgets from high levels of agency staff. This has been reducing slowly through the year but there is still a pressure which is likely to continue into the next financial year. There is also an overspend on the placements budget which has been present through the year. Additional funding has been provided in the MTFS to meet this but while levels of need remain high this will continue to be an area of pressure.

### Other Services

There were also overspends across a range of services including Community Solutions, Public Realm - largely in waste collection and street cleansing where additional funding has been allocated in 2020/21 to reflect increased activity as a result of housing growth, Culture and

## **NARRATIVE REPORT**

Heritage from delayed income, undelivered savings in Customer Services and overspends on ICT and insurance.

These overspends were partly offset by underspends in Commissioning from vacancies and management action and Enforcement from over achievement of income.

There is a large overall underspend in Central Expenses of £5.4m. The Council holds a £2m contingency provision to offset the risk of delays in achieving savings which contributes to this underspend. The redundancy cost budget was not used in full this year and there was an over achievement of "Gainshare" income and an underspend on MRP and interest.

### **Housing Revenue Account**

This financial year (2019/20) was also a difficult one for the HRA. This was the fourth (and final) year of the mandatory rent decrease which has reduced the income available. To balance the budget stringent savings have been required and cost inflation uplifts have not been included which put the budget under inherent pressure. Now the four year decrease period has ended the income position will recover over time – although 2020/21 is also likely to be difficult.

Overall there was a revenue overspend which was mitigated by reducing the revenue funding of capital. This was the net impact of overspends on Repairs and Maintenance and Housing Management partly offset by an underspend on the bad debt provision budget. The net result was a drawdown from the reserve of £1.8m. In addition there was a £1.4m transfer to the Leaseholder reserve from contributions in advance.

### **Dedicated Schools Budget**

The final outturn position for on Dedicated Schools Grant is an overspend of £1.4m which mainly relates to High Needs Block which has been under increasing pressures from the high level of demand and complexity of needs for some students. The Schools Forum has a working group which has worked well with Council Officers to put in place a management action plan to mitigate those pressures and the DfE have increased the funding available in future years. However, the balances held by individual schools have increased to £11.3m so the net position is a transfer to ringfenced DSB reserves of £4m.

### **Financial Performance in 2019/20 - Capital Programme**

The Capital Programme comprises a number of distinct elements. The largest element is the investment strategy where the outturn was £119.2m compared to a budget of £234.7m. The large majority of this expenditure relates to a multi-year council-led new build programme, so the outturn figure reflect movements between financial years as the delivery profile of the programme evolves. We continue to develop a strong delivery capacity in this area, with recent GLA figures showing that Barking and Dagenham accounted for 20% of all the affordable homes started by councils across the whole of London in the 2019/20 financial year. The outturn for the general fund capital programme was £56.2m compared to a budget of £82.0m, in particular due to some significant parks improvement projects taking longer than anticipated to secure planning consent. The outturn for the HRA capital programme was £41.1m compared to a budget of £74.2m, a significant proportion of which reflects that some major works were reprofiled into 2020/21 to ensure that proper leases holder consultation was completed.

### **Investments:**

Budget adjustments made were made as schemes were agreed at the various Gateway stages, which included an initial pre-development budget agreed at Gateway 2 and a development budget

## NARRATIVE REPORT

at Gateway 4. Additional budget was added for purchases of commercial schemes, such as Welbeck Wharf, Restore and the Piano works.

As schemes have moved through the Be First governance processes more slowly than expected this financial year only 51% of the budget allocation has been spent. A number of key schemes did reach Gateway 4 towards the end of the last financial year, including two significant phases of the Gascoigne estate regeneration. This means that over the course of the next year a number of schemes will get on site and therefore capital spending on this element of the investment programme is expected to accelerate in 20/21.

**General Fund:** Capital expenditure on General fund projects included:

- Adults Care & Support: The service spent 90% of the 2019/20 budget allocation, with most of the underspend in Direct Payments Adaptations.
- Community Infrastructure Levy: The service spent 68% of the 2019/20 budget allocation. New schemes include Boxed-up Crime, Kingsley Hall, and the East End Women's Museum.
- Community Solutions: The service spent 11% of the 2019/20 budget allocation, with spend still to commence on the Barking Learning Centre Works.
- Core: The service spent 32% of the 2019/20 budget allocation. The majority of the underspend is on the Elevate ICT investment.
- Culture, Heritage & Recreation: The service spent 12% of the 2019/20 budget. Projects include Parsloes Park football scheme and the Central Park masterplan, both of which were delayed due to planning issues.
- Education, Youth and Childcare: The service spent 80% of the 2019/20 budget. Projects included Greatfields Secondary.
- Enforcement: The service spent 38% of the 2019/20 budget. Schemes included Controlled Parking Zones and enforcement equipment.
- Inclusive Growth (Transport for London): The service spent 93% of the annual budget allocation in 2019/20.
- My Place: The service spent 87% of the annual budget allocation in 2019/20. Schemes included Barking Station improvements and bridges and structures.
- Section 106 Schemes: The service spent 46% of the annual budget allocation in 2019/20.
- Ward Budgets. A new capital allocation was created in 2019/20 for projects proposed by ward members. This budget was set at £340k or £20k per ward.
- Public Realm: The service spent 81% of the 2019/20 budget allocation. Spend was on fleet replacement, Youthzone and a demountable swimming pool at Becontree Heath.

### HRA

The HRA programme is self-financed by the HRA using a mixture of Government grants, capital receipts and HRA revenue funding. Therefore, they do not pose a pressure on the General Fund, in terms of servicing the cost of borrowing. The 2019/20 Budget adjustment made related to 2018/19 underspends carried forward into 2019/20 and related to spend commitments (£5.1m). The service has spent 55% of the annual budget in 2019/20. This delay was anticipated during the year and a reprofiling has already been built into the 2020/21 programme.

### Transformation

Transformation schemes have spent approximately 39% of the budget allocation in 2019/20. This includes capital spend on Community Solutions, Children's Services improvement, and the New Ways of Working programme. The outturn for transformation was spend of £4.2m which will be funded from capital receipts in line with the flexible use dispensation. The remaining budget will be carried forward into 2020/21 and subsequent years and will be used to support the Transformation programmes approved by Cabinet.

## NARRATIVE REPORT

Capital Expenditure Programme	2019/20 Revised Budget (£'000)	2019/20 Outturn (£'000)	Over / (Under) spend to date (£'000)	Spend against Budget %
Adults Care & Support	2,241	1,989	(252)	88.7
CIL Schemes	466	316	(150)	67.8
Community Solutions	210	23	(187)	11.0
Core	3,486	1,108	(2,378)	31.8
Culture, Heritage & Recreation	10,696	1,276	(9,421)	11.9
Education, Youth & Childcare	46,561	37,417	(9,144)	80.4
Enforcement	2,116	804	(1,312)	38.0
Inclusive Growth	2,008	1,860	(148)	92.6
MyPlace	6,070	5,207	(862)	85.8
Public Realm	7,571	6,104	(1,468)	80.6
SSDI Commissioning	0	(199)	(199)	0.0
Section 106 Schemes	544	250	(294)	46.0
<b>General Fund</b>	<b>81,969</b>	<b>56,155</b>	<b>(25,814)</b>	<b>68.5</b>
<b>Investments</b>	<b>234,728</b>	<b>119,153</b>	<b>(115,576)</b>	<b>50.8</b>
<b>HRA</b>	<b>74,237</b>	<b>41,136</b>	<b>(33,101)</b>	<b>55.4</b>
<b>Transformation</b>	<b>10,995</b>	<b>4,248</b>	<b>(6,747)</b>	<b>38.6</b>
<b>Total Overall Budget</b>	<b>401,930</b>	<b>220,692</b>	<b>(181,238)</b>	<b>54.9</b>

### Financial Performance - Pension Fund

Although 2019/20 started off with strong positive returns for the first three quarters, uncertainty caused by Covid-19 resulted in a significant market correction in the fourth quarter. As a result, the Fund's return for the year was a negative, with an investment return, net of fund manager fees and custodian costs, of -5.1%, which was 4.6% lower than its benchmark of -0.5%. Over three years the Fund has returned an annualised return of 1.7%, which is 2.4% below the Fund's benchmark return of 4.1%.

Equities were the main detractors of performance, with UBS Equities and Kempen providing a return of -9.4% and -22.3% for the year. Passive bonds, infrastructure and Alternatives provided positive returns of 10.0%, 10.8% and 2.2% respectively. The remaining managers provided a small negative return ranging from -1.3% for the Baillie Gifford to -2.7% for the fund's property manager, Schroders.

A number of new employers were admitted to the Fund in 2019/20, including, Aspens 2 and Caterlink. During the year, the total number of active employers within the Fund was 39.

### Explanation of the Key Financial Statements

The Statement of Accounts sets out the Council's income and expenditure for the year, and its financial position at 31 March 2020. It comprises core and supplementary statements, together with disclosure notes. The format and content of the financial statements are prescribed by the CIPFA Code of Practice on Local Authority Accounting in the United Kingdom 2019/20, which in turn is underpinned by International Financial Reporting Standards.

The Core Statements are:

## NARRATIVE REPORT

- **The Expenditure and Funding Analysis** demonstrates to Council Tax (and rent) payers how the funding available to the Council (i.e. Government grants, rents, Council Tax and business rates) for the year has been used in providing services in comparison with those resources consumed or earned by authorities in accordance with Generally Accepted Accounting Practices.

The EFA also shows how this expenditure has been allocated for decision making purposes between the Council's service portfolios. Income and expenditure accounted for under Generally Accepted Accounting Practices are shown more fully in the Comprehensive Income and Expenditure Statement.

- **The Comprehensive Income and Expenditure Statement** records all of the Council's income and expenditure for the year in accordance with International Financial Reporting Standards (IFRS), rather than the amount to be funded from taxation. Authorities raise taxation to cover expenditure in accordance with regulations; this may be different from the accounting cost. The taxation position is shown in the Movement in Reserves Statement. The top half of the statement provides an analysis by service area. The bottom half of the statement deals with corporate transactions and funding.
- **The Movement in Reserves Statement** is a summary of the changes to the Council's reserves over the course of the year. Reserves are divided into two categories, usable and unusable reserves. Usable reserves can be used to provide services, subject to statutory limitations on their use and the need to maintain a prudent level of reserves for financial stability. Unusable reserves must be set aside for specific legal or accounting purposes and cannot be used to fund Council services (e.g. the Capital Adjustment Account; Revaluation Reserve; Pension Reserve).
- **The Balance Sheet** is a 'snapshot' of the Council's assets, liabilities, cash balances and reserves at the year-end date. The net assets of the Council (assets less liabilities) are matched by the reserves held by the Council.
- **The Cash Flow Statement** shows the changes in cash and cash equivalents of the Council during the reporting period. The Statement shows how the Council generates and uses cash and cash equivalents by classifying cash flows as:
  - Operating activities: this is a key indicator of the extent to which the operations of the Council are funded by way of taxation and grant income or from the recipients of services provided by the Council.
  - Investing activities: represent the extent to which cash outflows have been made for resources which are intended to contribute to the Council's future service delivery.
  - Financing activities: are useful in predicting claims on future cash flows by providers of capital (i.e. Council borrowing).

The Supplementary Statements are:

- **The Housing Revenue Account** – this separately identifies the Council's statutory landlord function as a provider of social housing under the Local Government and Housing Act 1989. It shows the major elements of housing revenue expenditure - maintenance, administration and capital financing costs and how these are met from rents, subsidy and other income.

## NARRATIVE REPORT

- **The Collection Fund** summarises the collection and redistribution of Council Tax and business rates income. The London Borough of Barking & Dagenham acts as an agent in the collection of Council Tax and Non-Domestic Rates on behalf of other precepting authorities. As such the Collection Fund is an agent's statement that reflects the statutory obligation for billing authorities to maintain a separate Collection Fund.
- **The Pension Fund Accounts** report the contributions received, payments to pensioners and the value of net assets invested in the Local Government Pension Scheme (LGPS). The Fund is financed by contributions from members, employers and from interest and dividends on the Fund's investments.
- **Group Accounts** include the assets and liabilities of companies and similar entities, which the Council either controls or significantly influences.
- **The Annual Governance Statement** sets out the governance structure of the Council and its key internal controls. This Statement summarises the systems and processes, cultures and values by which this Council is directed and controlled and through which it accounts to, engages with and where appropriate, leads the community. It identifies any gaps or weaknesses and implements responding action plans.

The **Notes** to these financial statements provide further detail about the Council's accounting policies and individual transactions. They explain the basis of the figures included in the accounts. The accounts can only be properly appreciated if the policies, accounting estimates and judgements, which have been followed in dealing with material items, are explained.

A **Glossary** of key terms can be found at the end of this publication.



Philip Gregory  
Finance Director (Section 151 Officer)  
Barking Town Hall  
Town Hall Square  
1 Clockhouse Ave  
Barking  
IG11 7LU

Email: [Philip.Gregory@lbbd.gov.uk](mailto:Philip.Gregory@lbbd.gov.uk)



## STATEMENT OF RESPONSIBILITIES

### The Council's responsibilities

The Council is required to:

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

### The Chief Financial Officer's responsibilities

The 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 ('the Code').

In preparing this Statement of Accounts, the Chief Financial Officer has:

- selected suitable accounting policies and then applied them consistently;
- made judgements and estimates that were reasonable and prudent;
- complied with the Code;
- kept proper accounting records which were up to date;
- taken reasonable steps for the prevention and detection of fraud and other irregularities;
- assessed the Council's [and the Group's] ability to continue as a going concern, disclosing, as applicable, matters related to going concern;
- used the going concern basis of accounting on the assumption that the functions of the Council [and the Group] will continue in operational existence for the foreseeable future; and
- maintained such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

I certify that the Statement of Accounts gives a true and fair view of the financial position of the Council at 31 March 2020 and of its income and expenditure for the year then ended.



Philip Gregory  
Finance Director (Section 151 Officer)  
Date: 31 August 2020

# **INDEPENDENT AUDITOR'S REPORT**

## **Independent Auditor's Report to the Members of the London Borough of Barking & Dagenham**

### **Opinion on the financial statements**

We have audited the financial statements of London Borough of Barking & Dagenham ("the Council") and its subsidiaries ("the group") for the year ended 31 March 2020 which comprise the following:

- Council and Group Movement in Reserves Statement;
- Council and Group Comprehensive Income and Expenditure Statement;
- Council and Group Balance Sheets;
- Council and Group Cash Flow Statements;
- Housing Revenue Account Income and Expenditure Statement;
- Movement on the Housing revenue Account Statement;
- Collection Fund Statement;
- and notes to the financial statements including a summary of significant accounting policies.

The financial reporting framework that has been applied in their preparation is applicable law and the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2018/19.

In our opinion the financial statements:

- give a true and fair view of the financial position of the Council as at 31 March 2020 and of its expenditure and income for the year then ended;
- give a true and fair view of the financial position of the group as at 31 March 2020 and of its expenditure and income for the year then ended; and
- have been prepared properly in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2019/20; and
- have been prepared in accordance with the requirements of the Local Audit and Accountability Act 2014.

### **Basis for opinion on the financial statements**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)), the Code of Audit Practice issued by the National Audit Office in April 2015 ("Code of Audit Practice") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Council and the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Chief Financial Officer's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or

## **INDEPENDENT AUDITOR'S REPORT**

- the Chief Financial Officer has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Council's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

### **Other information**

The Chief Financial Officer is responsible for the other information. The other information comprises the Narrative report together with all other information included in the Statement of Accounts, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Opinion on other matter required by the Code of Audit Practice**

In our opinion, based on the work undertaken in the course of the audit of the financial statements, the other information published together with the financial statements in the Statement of Accounts is consistent with the financial statements.

### **Conclusion on use of resources**

On the basis of our work, having regard to the guidance on the specified criterion published by the National Audit Office in November 2017, we are satisfied that, in all significant respects, the Council put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2020.

### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following other matters which the Code of Audit Practice requires us to report to you if:

- we have been unable to satisfy ourselves that the Annual Governance Statement is misleading or inconsistent with other information that is forthcoming from the audit;
- we issue a report in the public interest under section 24 of the Act in the course of, or at the conclusion of the audit;
- we designate under section 24 of the Local Audit and Accountability Act 2014 any recommendation as one that requires the Council to consider it at a public meeting and to decide what action to take in response;
- we make an application to the court for a declaration that an item of account is contrary to law under Section 28 of the Local Audit and Accountability Act 2014;
- we issue an advisory notice under Section 29 of the Local Audit and Accountability Act 2014;  
or

## **INDEPENDENT AUDITOR'S REPORT**

- we make an application for judicial review under Section 31 of the Local Audit and Accountability Act 2014.

### **Responsibilities of the Chief Financial Officer and the Council**

As explained more fully in the Statement of the Chief Financial Officer's Responsibilities, the Chief Financial Officer is responsible for the preparation of the Statement of Accounts, which comprises 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, and for being satisfied that the financial statements give a true and fair view.

In preparing the financial statements, the Chief Financial Officer is responsible for assessing the Council's and group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Council intends to cease operations of the Council or group or has no realistic alternative but to do so.

The Council is responsible for putting in place proper arrangements to secure 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.

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

In respect of our audit of the financial statements our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

### **Auditor's responsibilities in respect of the Council's use of resources**

We are required under Section 20 of the Local Audit and Accountability Act 2014 to satisfy ourselves that the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. The Code of Audit Practice requires us to report to you our conclusion relating to proper arrangements, having regard to relevant criterion specified by the National Audit Office.

We report if significant matters have come to our attention which prevent us from concluding that the Council has put in place 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 Council's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

### **Delay in certification of completion of the audit**

We cannot formally conclude the audit and issue an audit certificate until we have completed the work necessary to issue our assurance statement in respect of the Council's Whole of Government Accounts consolidation pack. We are satisfied that this work does not have a material effect on the financial statements or on our use of resources conclusion.

## INDEPENDENT AUDITOR'S REPORT

### Use of our report

This report is made solely to the members of the London Borough of Barking & Dagenham, as a body, in accordance with part 5 of the Local Audit and Accountability Act 2014 and as set out in the Responsibilities of the Audited Body and Responsibility of the Auditor within Chapter 2 of the Code of Audit Practice published by the National Audit Office. Our audit work has been undertaken so that we might state to the members of the Council 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 Council and the Council's members, as a body, for our audit work, for this report, or for the opinions we have formed.

For and on behalf of BDO LLP, Appointed Auditor  
London, UK

XX November 2020

## EXPENDITURE AND FUNDING ANALYSIS

2018/19				2019/20		
Net Expenditure Chargeable to the General Fund and HRA Balances	Adjustments between the Funding and Accounting Basis	Net Expenditure in the CIES		Net Expenditure Chargeable to the General Fund and HRA Balances	Adjustments between the Funding and Accounting Basis	Net Expenditure in the CIES
£000	£000	£000		£000	£000	£000
8,204	894	9,098	SDI Commissioning	5,805	843	6,648
9,220	32	9,252	Core	8,413	557	8,970
(315)	32,801	32,486	Central	3,003	40,317	43,320
3,757	16,927	20,684	Education, Youth & Childcare	2,630	14,566	17,196
1,855	0	1,855	Dedicated Schools Grant (DSG)	(4,005)	0	(4,005)
(1,709)	267	(1,442)	Law, Governance & HR	(1,344)	347	(997)
(10,435)	(4,824)	(15,259)	Housing Revenue Account (HRA)	(11,818)	38,366	26,548
2,594	295	2,889	Policy & Participation	2,708	219	2,927
77,726	1,208	78,934	Care & Support	82,551	1,249	83,800
59	112	171	Inclusive Growth	2,080	104	2,184
10,818	3,705	14,523	Community Solutions	9,989	3,826	13,815
11,842	11,327	23,169	My Place	12,777	10,084	22,861
6,784	392	7,176	Contracted Services	5,986	871	6,857
120,401	63,135	183,536	Net Cost of Services	118,775	111,349	230,124
12,538	(12,786)	(248)	Other Operating Expenditure (Note 6)	12,940	38,892	51,832
13,261	10,541	23,802	Financing & Investment Income and Expenditure (Note 7)	19,537	9,476	29,013
(151,164)	(30,870)	(182,032)	Taxation & Non-specific Grant Income and Expenditure (Note 8)	(154,742)	(39,586)	(194,328)
(4,964)	30,020	25,058	(Surplus) / Deficit on Provision of Services	(3,490)	120,131	116,641
			Opening General Fund and HRA Balance	95,120		
			Less/Plus Surplus or (Deficit) on General Fund and HRA Balance in Year	3,490		
			Closing General Fund and HRA Balance at 31 March	98,610		



## COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT

	2018/19				2019/20		
Gross Expenditure £000	Gross Income £000	Net Expenditure £000			Gross Expenditure £000	Gross Income £000	Net Expenditure £000
27,522	(18,424)	<b>9,098</b>	SDI Commissioning		25,334	(18,686)	<b>6,648</b>
11,911	(2,659)	<b>9,252</b>	Core		14,603	(5,633)	<b>8,970</b>
165,046	(132,560)	<b>32,486</b>	Central		157,132	(113,812)	<b>43,320</b>
30,742	(10,058)	<b>20,684</b>	Education, Youth & Childcare		32,254	(15,058)	<b>17,196</b>
291,599	(289,744)	<b>1,855</b>	Dedicated Schools Grant (DSG)		277,110	(281,115)	<b>(4,005)</b>
11,798	(13,240)	<b>(1,442)</b>	Law, Governance & HR		13,355	(14,352)	<b>(997)</b>
91,388	(106,647)	<b>(15,259)</b>	Housing Revenue Account (HRA)		135,414	(108,866)	<b>26,548</b>
5,495	(2,606)	<b>2,889</b>	Policy & Participation		6,613	(3,686)	<b>2,927</b>
118,521	(39,587)	<b>78,934</b>	Care & Support		125,497	(41,697)	<b>83,800</b>
9,527	(9,356)	<b>171</b>	Inclusive Growth		5,728	(3,544)	<b>2,184</b>
43,844	(29,321)	<b>14,523</b>	Community Solutions		42,356	(28,541)	<b>13,815</b>
32,954	(9,785)	<b>23,169</b>	My Place		30,756	(7,895)	<b>22,861</b>
8,442	(1,266)	<b>7,176</b>	Contracted Services		8,973	(2,116)	<b>6,857</b>
<b>750,889</b>	<b>(639,506)</b>	<b>183,536</b>	<b>Cost of Services</b>		<b>875,125</b>	<b>(645,001)</b>	<b>230,124</b>
		<b>(248)</b>	Other Operating Expenditure (Note 5)				<b>51,832</b>
		<b>23,802</b>	Financing and Investment Income and Expenditure (Note 6)				<b>29,013</b>
		<b>(182,032)</b>	Taxation and Non-specific Grant Income (Note 7)				<b>(194,328)</b>
		<b>25,058</b>	<b>Deficit/ (Surplus) on Provision of Services</b>				<b>116,641</b>
		<b>(80,851)</b>	Deficit / (Surplus) on Revaluation of Property, Plant & Equipment Assets				<b>(125,771)</b>
		<b>62,160</b>	Re-measurement of the Net Defined Benefit Liability/(Asset) (Note 30)				<b>(140,338)</b>
		<b>(18,691)</b>	<b>Other Comprehensive Income and Expenditure</b>				<b>(266,109)</b>
		<b>6,367</b>	<b>Total Comprehensive Income and Expenditure</b>				<b>(149,468)</b>

## MOVEMENT IN RESERVES STATEMENT

	General Fund Balance	Housing Revenue Account	Capital Receipts Reserve	Capital Grants Unapplied	Major Repairs Reserve	Total Usable Reserves	Unusable Reserves	Total Council Reserves
	£000	£000	£000	£000	£000	£000	£000	£000
<b>Balance at 31 March 2018</b>	74,309	15,849	30,726	75,814	312	197,011	1,528,396	1,725,407
<b>Movement in reserves during 2018/19</b>								
Total Comprehensive Income and Expenditure	(45,165)	20,107				(25,058)	18,691	(6,367)
Adjustments between accounting basis & funding basis under regulations (Note 3)	49,131	(19,111)	350	(42,741)	(78)	(12,449)	12,449	0
<b>Increase/(Decrease) in 2018/19</b>	3,966	996	350	(42,741)	(78)	(37,507)	31,140	(6,367)
Balance at 31 March 2019	78,275	16,845	31,076	33,073	234	159,504	1,559,536	1,719,040
<b>Movement in reserves during 2019/20</b>								
Total Comprehensive Income and Expenditure	(66,128)	(50,513)				(116,641)	266,109	149,468
Adjustments between accounting basis & funding basis under regulations (Note 3)	70,000	50,132	13,024	(13,083)	305	120,378	(120,378)	0
<b>Increase/(Decrease) in 2019/20</b>	3,872	(381)	13,024	(13,083)	305	3,737	145,731	149,468
<b>Balance at 31 March 2020</b>	82,147	16,464	44,100	19,990	539	163,241	1,705,267	1,868,508
<b>General Fund analysed over:</b>								
Amounts earmarked (Note 4)	65,117							
Amounts uncommitted	17,030							
<b>Total GF Balance at 31 March 2020</b>	<b>82,147</b>							
<b>Housing Revenue Account analysed over:</b>								
Amounts earmarked (Note 4)		6,974						
Amounts uncommitted		9,490						
<b>Total HRA Balance at 31 March 2020</b>		<b>16,464</b>						

# BALANCE SHEET

31 March 2019		Note	31 March 2020
£'000			£'000
2,755,031	Property, Plant and Equipment	8	2,861,287
6,689	Heritage Assets		10,799
62,057	Investment Property	10	111,059
8,527	Intangible Assets	9	6,094
293,081	Long Term Debtors & Investments	11	221,773
<u>3,125,385</u>	<b>Long Term Assets</b>		<u>3,211,012</u>
63,100	Short Term Investments	11	195,600
2,500	Assets Held for Sale		10,200
411	Inventories		162
136,692	Short Term Debtors	12	144,907
15,280	Cash and Cash Equivalents	13	17,927
<u>217,982</u>	<b>Current Assets</b>		<u>368,796</u>
(101,000)	Short Term Borrowing	11	(126,100)
(83,542)	Short Term Creditors	14	(112,647)
(6,678)	Receipts in Advance - Grants		(620)
0	Provisions	15	0
<u>(191,220)</u>	<b>Current Liabilities</b>		<u>(239,367)</u>
(136,567)	Long Term Creditors	11	(133,672)
(406)	Receipts in Advance - Grants		(42,750)
(11,055)	Long Term Provisions	15	(6,842)
(746,613)	Long Term Borrowing	11	(855,588)
(538,469)	Pensions Liability	30	(433,083)
<u>(1,433,110)</u>	<b>Long Term Liabilities</b>		<u>(1,471,935)</u>
<u><u>1,719,038</u></u>	<b>Net Assets</b>		<u><u>1,868,506</u></u>
(159,504)	Usable Reserves		(163,240)
(1,559,534)	Unusable Reserves	17	(1,705,266)
<u><u>(1,719,038)</u></u>	<b>Total Reserves</b>		<u><u>(1,868,506)</u></u>

I certify that the statement of accounts presents a true and fair view of the financial position as at 31 March 2020 and its income and expenditure for the year then ended.



Philip Gregory  
Finance Director (Section 151 Officer)  
Date: 31 August 2020

## CASH FLOW STATEMENT

2018/19 £000	Note	2019/20 £000
(25,058) Net Surplus or (Deficit) on the Provision of Services		(116,641)
Adjustments to Net Surplus or Deficit on the Provision of Services for Non-		
78,843 cash Movements	18a	226,980
Adjustments for Items Included in the Net (Surplus) or Deficit on the		
(64,661) Provision of Services that are Investing and Financing Activities	18a	(69,977)
<b>(10,876) Net Cash Flows from Operating Activities</b>		<b>40,362</b>
(196,185) Investing Activities	18c	(164,185)
210,516 Financing Activities	18d	126,470
<b>3,455 Net Increase or Decrease in Cash and Cash Equivalents</b>		<b>2,647</b>
11,825 Cash and Cash Equivalents at the beginning of the Reporting Period	13	15,280
<b>15,280 Cash and Cash Equivalents at the end of the Reporting Period</b>	13	<b>17,927</b>

# **Barking & Dagenham**

## **Notes to the Accounts**

**for the year ended  
31st March 2020**

# NOTES TO THE ACCOUNTS

## Table of Contents

Page No

1. Expenditure & Funding Note .....	27
2. Expenditure & Income Analysed by Nature .....	29
3. Adjustments Between Accounting and Funding Basis .....	29
4. Transfers to / (from) Earmarked Reserves .....	33
5. Other Operating Expenditure.....	34
6. Financing and Investment Income and Expenditure.....	34
7. Taxation and Non-Specific Grant Income.....	34
8. Property, Plant and Equipment.....	34
9. Intangible Assets .....	38
10. Investment Properties .....	39
11. Financial Instruments .....	40
12. Debtors.....	50
13. Cash and Cash Equivalents .....	50
14. Creditors.....	50
15. Provisions.....	51
16. Usable Reserves .....	51
17. Unusable Reserves .....	51
18. Cash Flow Statement .....	55
19. Pooled Budgets .....	56
20. Members Allowances .....	56
21. Senior Officers' Remuneration (including Teachers) .....	57
22. External Audit costs.....	62
23. Dedicated Schools Grant (DSG) .....	62
24. Grant Income.....	63
25. Related Parties.....	64
26. Capital Expenditure and Capital Financing.....	67
27. Leases.....	68
28. Private Finance Initiatives and similar contracts.....	69
29. Pensions Schemes accounted for as Defined Contribution Schemes.....	72
30. Defined Benefit Pension Schemes .....	73
31. Accounting standards that have been issued but have not yet been adopted.....	77
32. Critical Judgements in Applying Accounting Policies .....	78
33. Assumptions Made About the Future and Other Major Sources of Estimation Uncertainty .....	78
34. Events after the Reporting Period .....	78
35. Basis of Preparation .....	78
36. Statement of Accounting Policies .....	81



# NOTES TO THE ACCOUNTS

## 1. Expenditure & Funding Note

### Adjustments between Funding and Accounting Basis 2019/20

Adjustments from General Fund to arrive at the Comprehensive Income and Expenditure Statement (CIES) amounts	Adjustments for Capital Purposes (Note i)	Net change for the Pensions Adjustments (Note ii)	Other Differences (Note iii)	Total Adjustments
	£000	£000	£000	£000
SDI Commissioning	843			843
Core	557			557
Central	19,989	20,216	112	40,317
Education, Youth & Childcare	14,566			14,566
Dedicated Schools Grant (DSG)	0			0
Law, Governance & HR	347			347
Housing Revenue Account (HRA)	36,833	1,526	7	38,366
Policy & Participation	219			219
Care & Support	1,249			1,249
Inclusive Growth	104			104
Community Solutions	3,826			3,826
My Place	10,084			10,084
Contracted Services	871			871
<b>Net Cost of Services</b>	<b>89,488</b>	<b>21,742</b>	<b>119</b>	<b>111,349</b>
Other Operating Expenditure	38,892			38,892
Financing and Investment I&E	(3,734)	13,210		9,476
Taxation and Non-specific Grant I&E	(38,450)		(1,136)	(39,586)
<b>Difference between General Fund surplus or deficit and CIES Surplus or Deficit on the Provision of Services</b>	<b>86,196</b>	<b>34,952</b>	<b>(1,017)</b>	<b>120,131</b>

### Adjustments between Funding and Accounting Basis 2018/19

Adjustments from General Fund to arrive at the Comprehensive Income and Expenditure Statement (CIES) amounts	Adjustments for Capital Purposes (Note i)	Net change for the Pensions Adjustments (Note ii)	Other Differences (Note iii)	Total Adjustments
	£000	£000	£000	£000
SDI Commissioning	894			894
Core	32			32
Central	15,297	19,435	(1,931)	32,801
Education, Youth & Childcare	16,927			16,927
Dedicated Schools Grant (DSG)	0			0
Law, Governance & HR	267			267
Housing Revenue Account (HRA)	(6,253)	1,438	(9)	(4,824)
Policy & Participation	295			295
Care & Support	1,208			1,208
Inclusive Growth	111			111
Community Solutions	3,705			3,705
My Place	11,327			11,327
Contracted Services	392			392
<b>Net Cost of Services</b>	<b>44,202</b>	<b>20,873</b>	<b>(1,940)</b>	<b>63,135</b>
Other Operating Expenditure	(12,786)			(12,786)
Financing & Investment Income and Expenditure	(1,656)	12,196		10,540
Taxation & Non-specific Grant I&E	(35,671)		4,801	(30,870)
<b>Difference between General Fund surplus or deficit and CIES Surplus or Deficit on the Provision of Services</b>	<b>(5,911)</b>	<b>33,069</b>	<b>2,861</b>	<b>30,019</b>

## NOTES TO THE ACCOUNTS

### Note (i) - Adjustments for Capital Purposes

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

- **Other operating expenditure** - adjusts for capital disposals with a transfer of income on disposal of assets and the amounts written off for those assets.
- **Financing and investment income and expenditure** - the statutory charges for capital Financing ie Minimum Revenue Provision and other Revenue contributions are deducted from other income and expenditure as these are not chargeable under generally accepted accounting practices.
- **Taxation and non-specific grant income and expenditure** - capital grants are adjusted for income not chargeable under generally accepted accounting practices. Revenue grants are adjusted from those receivables in the year to those receivables without conditions or for which conditions were satisfied throughout the year. The Taxation and Non-Specific Grant Income and Expenditure line is credited with capital grants receivable in the year without conditions or for which conditions were satisfied in the year.

### Note (ii) - Net Change for the Pensions Adjustments

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

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

### Note (iii) - Other Differences

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

- For **services** this represents a portion of salaries that relate to unused entitlement of accumulated leave on 31 March.
- The charge under **Taxation and non-specific grant income and expenditure** represents the difference between what is chargeable under statutory regulations for council tax and NDR that was projected to be received at the start of the year and the income recognised under generally accepted accounting practices in the Code. This is a timing difference as any difference will be brought forward in future Surpluses or Deficits on the Collection Fund.

## NOTES TO THE ACCOUNTS

### 2. Expenditure & Income Analysed by Nature

The Council's expenditure and income are analysed as

	2018-19 £000	2019-20 £000
<b>Expenditure</b>		
Employee benefits expenses	315,237	326,573
Other services expenses	474,336	456,593
Depreciation, amortisation, impairment	88,451	120,477
Interest payments	29,219	34,167
Precepts and levies	12,537	12,940
Payments to Housing Capital Receipts pool	2,108	17,137
Loss on the disposal of assets	0	21,755
<b>Total expenditure</b>	921,888	989,642
<b>Income</b>		
Fees, charges and other service income	(279,230)	(267,057)
Interest and investment income	(8,879)	(7,836)
Income from council tax and non-domestic rates	(92,388)	(94,036)
Dividend income	0	(2,295)
Gain on the disposal of assets	(14,894)	0
Government grants and contributions	(501,439)	(501,777)
<b>Total income</b>	(896,830)	(873,001)
<b>Surplus or Deficit on the Provision of Services</b>	25,058	116,641

### 3. Adjustments Between Accounting and Funding Basis

This note details the adjustments that are made to the total comprehensive income and expenditure recognised by the authority in the year in accordance with proper accounting practice to arrive at the resources that are specified by statutory provisions as being available to the authority 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 an authority are required to be paid and out of which all liabilities of the authority 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.

#### Housing Revenue Account Balance

The Housing Revenue Account Balance reflects the statutory obligation to maintain a revenue account for local authority council housing provision in accordance with Part VI of the Local Government and Housing Act 1989. It contains the balance of income and expenditure as defined by the 1989 Act that is available to fund future expenditure in connection with the Council's landlord function or (where in deficit) that is required to be recovered from tenants in future years.

#### Major Repairs Reserve

The authority is required to maintain the Major Repairs Reserve, which controls an element of the capital resources limited to being used on capital expenditure on HRA assets or the financing of

## NOTES TO THE ACCOUNTS

historical capital expenditure by the HRA. The balance shows the capital resources that have yet to be applied at the year-end.

### **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 Account (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.

## NOTES TO THE ACCOUNTS

### 3. Adjustments between accounting basis and funding basis under regulations (con't)

2019/20	Usable Reserves				
	General Fund	Housing	Capital		Capital
	Balance	Revenue	Receipts	Major Repairs	Grants
	£'000	Account	Reserve	Reserve	Unapplied
	£'000	£'000	£'000	£'000	£'000
<b>Adjustments to the Revenue Reserve</b>					
<i>Amounts by which income and expenditure included in the CIES are different from revenue for the year calculated in accordance with statutory requirements:</i>					
- Pension costs (transferred to/from the Pensions Reserve)	(32,488)	(2,464)			
- Council tax and NDR (transfers to/from Collection Fund Adjustment Account)	1,136				
- Holiday pay (transferred to the Accumulated Absences Reserve)	(112)	(7)			
- Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure	(38,284)	(104,188)			(41,190)
<b>Total</b>	<b>(69,748)</b>	<b>(106,659)</b>			<b>(41,190)</b>
<b>Adjustments between Revenue and Capital Resources</b>					
Transfer of non-current asset sale proceeds from revenue to the Capital Receipts Reserve	6,729	27,057	(33,786)		
Payments to the government housing receipts pool	(17,137)		17,137		
Posting of HRA resources from revenue to the Major Repairs Reserve		15,860		(15,860)	
Statutory provision for the repayment of debt	10,156				
Capital expenditure financed from revenue balances		13,610			
<b>Total</b>	<b>(252)</b>	<b>56,527</b>	<b>(16,649)</b>	<b>(15,860)</b>	<b>0</b>
<b>Adjustments to Capital Resources</b>					
Use of the Capital Receipts Reserve to finance capital expenditure			3,625		
Use of the Major Repairs Reserve to finance capital expenditure				15,556	
Application of capital grants to finance capital expenditure					54,273
<b>Total</b>			<b>3,625</b>	<b>15,556</b>	<b>54,273</b>
<b>Total Adjustments</b>	<b>(70,000)</b>	<b>(50,132)</b>	<b>(13,024)</b>	<b>(304)</b>	<b>13,083</b>

## NOTES TO THE ACCOUNTS

### 3. Adjustments between accounting basis and funding basis under regulations (con't)

2018/19	Usable Reserves				
	General Fund Balance	Housing Revenue Account	Capital Receipts Reserve	Major Repairs Reserve	Capital Grants Unapplied
	£'000	£'000	£'000	£'000	£'000
<b>Adjustments to the Revenue Reserve</b>					
<i>Amounts by which income and expenditure included in the CIES are different from revenue for the year calculated in accordance with statutory requirements:</i>					
- Pension costs (transferred to/from the Pensions Reserve)	(30,389)	(2,680)			
- Council tax and NDR (transfers to/from Collection Fund Adjustment Account)	(4,801)				
- Holiday pay (transferred to the Accumulated Absences Reserve)	1,931	9			
- Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure	(30,270)	(41,358)			(35,672)
<b>Total</b>	<b>(63,529)</b>	<b>(44,029)</b>	<b>0</b>	<b>0</b>	<b>(35,672)</b>
<b>Adjustments between Revenue and Capital Resources</b>					
Transfer of non-current asset sale proceeds from revenue to the Capital Receipts Reserve	2,229	29,685	(31,914)		
Payments to the government housing receipts pool	(1,299)		1,299		
Payments to Weavers	(810)		810		
Posting of HRA resources from revenue to the Major Repairs Reserve		33,456		(33,456)	
Statutory provision for the repayment of debt	10,298				
Capital expenditure financed from revenue balances	3,980				
<b>Total</b>	<b>14,398</b>	<b>63,141</b>	<b>(29,805)</b>	<b>(33,456)</b>	<b>0</b>
<b>Adjustments to Capital Resources</b>					
Use of the Capital Receipts Reserve to finance capital expenditure			29,455		
Use of the Major Repairs Reserve to finance capital expenditure				33,534	
Application of capital grants to finance capital expenditure					78,413
<b>Total</b>	<b>0</b>	<b>0</b>	<b>29,455</b>	<b>33,534</b>	<b>78,413</b>
<b>Total Adjustments</b>	<b>(49,131)</b>	<b>19,112</b>	<b>(350)</b>	<b>78</b>	<b>42,741</b>



## NOTES TO THE ACCOUNTS

### 4. Transfers to / (from) Earmarked Reserves

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

	Balance at 31/03/2018 £000	Transfers in £000	Transfers out £000	Balance at 31/03/2019 £000	Transfers in £000	Transfers out £000	Balance at 31/03/2020 £000
<b>General Fund</b>							
Balances held by schools under a scheme of delegation:							
- Local Management of Schools	8,899	-	(2,957)	5,942	6,647	(1,288)	<b>11,301</b>
- Dedicated Schools Grant	5,376	1,173	(72)	6,477	1,027	(3,337)	<b>4,167</b>
PFI reserve	11,967	661	-	12,628	778	-	<b>13,406</b>
Budget Support	12,625	6,308	(8,768)	10,165	3,965	(6,104)	<b>8,026</b>
Collection Fund Equalisation Reserve	1,146	3,403	(1,044)	3,505	571	-	<b>4,076</b>
Capital Investment Reserve	3,575	-	-	3,575	1	-	<b>3,576</b>
Investment Reserve	-	4,333	-	4,333	186	(1,254)	<b>3,265</b>
Education, Youth and Childcare	1,250	890	(1,239)	901	1,986	-	<b>2,887</b>
Insurance	1,639	-	-	1,639	-	-	<b>1,639</b>
Service Grant C/F	-	-	-	-	1,351	-	<b>1,351</b>
Departmental Reserves	3,474	235	(2,527)	1,182	-	-	<b>1,182</b>
Council's Entities	2,691	662	(2,580)	773	332	-	<b>1,105</b>
Corporate Infrastructure	1,000	214	-	1,214	-	(109)	<b>1,105</b>
Public Health	233	330	-	563	532	-	<b>1,095</b>
East London Housing Partnership	-	-	-	-	912	-	<b>912</b>
Corporate Restructuring	735	-	-	735	-	-	<b>735</b>
Legal Trading Reserve	815	-	-	815	-	(375)	<b>440</b>
Elections Reserve	223	180	(106)	297	-	-	<b>297</b>
Other Misc (individual items below £250k)	1,628	5,578	(706)	6,500	877	(2,825)	<b>4,552</b>
<b>Total General Fund</b>	<b>57,276</b>	<b>23,966</b>	<b>(19,999)</b>	<b>61,244</b>	<b>19,165</b>	<b>(15,292)</b>	<b>65,117</b>
<b>HRA</b>							
Leasehold Repairs	5,193	353	-	5,546	1,428	-	<b>6,974</b>
<b>Total HRA</b>	<b>5,193</b>	<b>353</b>	<b>-</b>	<b>5,546</b>	<b>1,428</b>	<b>-</b>	<b>6,974</b>

## NOTES TO THE ACCOUNTS

### 5. Other Operating Expenditure

	2018/19	2019/20
	£000	£000
Levies	12,537	12,940
Payments to the Government Housing Capital Receipts Pool	1,299	17,137
Payments to B&D Reside Weavers LLP	810	-
(Gains)/losses on the disposal of non-current assets	(14,894)	21,755
<b>Total</b>	<b>(248)</b>	<b>51,832</b>

### 6. Financing and Investment Income and Expenditure

	2018/19	2019/20
	£000	£000
Interest payable and similar charges	29,219	34,167
Net interest on the net defined benefit liability	12,196	13,210
Interest receivable and similar income	(8,880)	(7,835)
Income and expenditure in relation to investment properties	(6,642)	(6,270)
Changes in fair value of investment properties	(1,707)	(3,785)
(Gains)/Losses on Trading Accounts	(384)	(474)
<b>Total</b>	<b>23,802</b>	<b>29,013</b>

### 7. Taxation and Non-Specific Grant Income

	2018/19	2019/20
	£000	£000
Council Tax income & Retained Business Rates	(92,389)	(94,037)
Non-ring fenced Government Grants	(53,972)	(59,546)
Dividend Income	-	(2,295)
Capital Grants & Contributions	(35,671)	(38,450)
<b>Total</b>	<b>(182,032)</b>	<b>(194,328)</b>

### 8. Property, Plant and Equipment

The movements in the Council's Property, Plant and Equipment for the year 2019/20 are set out in the table below. Estimated asset lives and depreciation rates are set out in the Accounting Policies.

The Council revalues its Property, Plant and Equipment on a five year basis (20% each of the last five years of the programme and an impairment review at the end of the financial year) using its valuers, Wilks, Head & Eve.

The Council's social housing stock has been valued in line with the Ministry of Housing, Communities and Local Government's (MHCLG, formerly DCLG) "Stock Valuation for Resource Accounting Guidance for Valuers" which is based on the Existing Use Value for Social Housing (EUV-SH). This methodology is a departure from International Accounting Standards but is in accordance with current CIPFA and Treasury guidance.

## NOTES TO THE ACCOUNTS

2019/20

	Council Dwellings £000	Other Land & Buildings £000	Vehicles Plant & Equipment £000	Infrastructure Assets £000	Community Assets £000	Assets Under Construction £000	Surplus Asset: £000	Total PPE £000	PFI Included in PPE £000
<b>Cost or Valuation at 1 April 2019</b>	<b>1,252,995</b>	<b>1,128,440</b>	<b>36,232</b>	<b>203,113</b>	<b>109,945</b>	<b>121,329</b>	<b>32,152</b>	<b>2,884,206</b>	<b>140,841</b>
Additions	37,341	17,203	6,453	10,533	810	98,882	(2,249)	<b>168,973</b>	409
Revaluations recognised in the Revaluation Reserve	(16,918)	104,957	-	-	(495)	-	(1,612)	<b>85,932</b>	12,695
Revaluations recognised in the Provision of Services	(54,034)	(23,284)	-	-	-	-	(2,497)	<b>(79,815)</b>	71
De-recognition due to disposals	(41,741)	(4,050)	(1,165)	-	(2,994)	(6,028)	(20)	<b>(55,998)</b>	
Reclassifications to other assets	15,139	34,866	-	-	(2,203)	(49,874)	(24)	<b>(2,096)</b>	
<b>Cost or Valuation at 31 March 2020</b>	<b>1,192,782</b>	<b>1,258,132</b>	<b>41,520</b>	<b>213,646</b>	<b>105,063</b>	<b>164,309</b>	<b>25,750</b>	<b>3,001,202</b>	<b>154,016</b>
<b>Accumulated Depreciation at 1 April 2019</b>	<b>-</b>	<b>(2,778)</b>	<b>(29,748)</b>	<b>(96,648)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(129,174)</b>	<b>-</b>
Depreciation charge	(17,751)	(17,377)	(1,496)	(9,163)	-	-	(326)	<b>(46,113)</b>	(2,634)
Depreciation written out to the Provision of Services								-	
Depreciation written out to the Revaluation Reserve	17,160	16,643	-	-	-	-	222	<b>34,025</b>	2,634
Reclassifications to other assets	-	218	-	-	-	(34)	24	<b>208</b>	
De-recognition due to disposals	591	294	233	-	-	-	20	<b>1,138</b>	
<b>Accumulated Depreciation at 31 March 2020</b>	<b>-</b>	<b>(3,000)</b>	<b>(31,011)</b>	<b>(105,811)</b>	<b>-</b>	<b>(34)</b>	<b>(60)</b>	<b>(139,916)</b>	<b>-</b>
<b>Net Book Value at: 31 March 2019</b>	<b>1,192,782</b>	<b>1,255,132</b>	<b>10,509</b>	<b>107,835</b>	<b>105,063</b>	<b>164,275</b>	<b>25,690</b>	<b>2,861,286</b>	<b>154,016</b>

## NOTES TO THE ACCOUNTS

2018/19

	Council Dwellings £000	Other Land & Buildings £000	Vehicles Plant & Equipment £000	Infrastructure Assets £000	Community Assets £000	Assets Under Construction £000	Surplus Asset: £000	Total PPE £000	PFI Included in PPE £000
<b>Cost or Valuation at 1 April 2018</b>	<b>1,156,867</b>	<b>1,196,666</b>	<b>33,121</b>	<b>193,744</b>	<b>10,586</b>	<b>55,874</b>	<b>31,247</b>	<b>2,678,105</b>	<b>152,434</b>
Additions	57,659	23,920	3,461	9,369	3,595	120,272		218,276	1,538
Donations								-	
Revaluations recognised in the Revaluation Reserve	49,771	(81,817)			85,995			53,949	
Revaluations recognised in the Provision of Services	(26,551)	(29,525)			7,223		(884)	(49,737)	(13,131)
De-recognition due to disposals	(14,155)	(1,003)	(1,513)					(16,671)	
Transfer to subsidiary								-	
Reclassifications to other assets	29,403	20,199	1,163		2,546	(54,817)	1,789	283	
<b>Cost or Valuation at 31 March 2019</b>	<b>1,252,994</b>	<b>1,128,440</b>	<b>36,232</b>	<b>203,113</b>	<b>109,945</b>	<b>121,329</b>	<b>32,152</b>	<b>2,884,205</b>	<b>140,841</b>
<b>Accumulated Depreciation at 1 April 2018</b>	<b>-</b>	<b>(3,071)</b>	<b>(28,932)</b>	<b>(86,587)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(118,590)</b>	<b>-</b>
Depreciation charge	(15,933)	(20,038)	(1,724)	(10,061)				(47,756)	(2,955)
Depreciation written out to the Provision of Services	7,455	1,909						9,364	2,955
Depreciation written out to the Revaluation Reserve	8,478	18,422						26,900	
Reclassifications to other assets								-	
De-recognition due to disposals			908					908	
<b>Accumulated Depreciation at 31 March 2018</b>	<b>-</b>	<b>(2,778)</b>	<b>(29,748)</b>	<b>(96,648)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(129,174)</b>	<b>-</b>
<b>Net Book Value at: 31 March 2019</b>	<b>1,252,994</b>	<b>1,125,662</b>	<b>6,484</b>	<b>106,465</b>	<b>109,945</b>	<b>121,329</b>	<b>32,152</b>	<b>2,755,031</b>	<b>140,841</b>

## NOTES TO THE ACCOUNTS

The valuations per category in each year of the rolling programme are shown below:

	Council Dwellings	Other Land & Buildings	Vehicles Plant & Equipment	Infrastructure Assets	Community Assets	Assets Under Construction	Surplus Assets	Total PPE
	£000	£000	£000	£000	£000	£000	£000	£000
Valued at Historic Cost	0	34,010	10,509	107,835	0	164,275	8,136	<b>324,765</b>
Valued at current value in:								
2019/20	1,192,781	1,170,132	0	0	88,102	0	11,055	<b>2,462,070</b>
2018/19	0	10,272	0	0	16,962	0	6,499	<b>33,733</b>
2017/18	0	19,855	0	0	0	0	0	<b>19,855</b>
2016/17	0	8,351	0	0	0	0	0	<b>8,351</b>
2015/16	0	12,512	0	0	0	0	0	<b>12,512</b>
	<u>1,192,781</u>	<u>1,255,132</u>	<u>10,509</u>	<u>107,835</u>	<u>105,064</u>	<u>164,275</u>	<u>25,690</u>	<b><u>2,861,286</u></b>

## NOTES TO THE ACCOUNTS

### Property Plant and Equipment (PPE) (continued)

At 31 March 2020 the Council had the following significant contractual commitments amounting to £181.7m (2018/19 £67.1m) for the construction or enhancement of its Property, Plant and Equipment in 2019/20 and future years. The major contractual commitments outstanding as at 31/3/20 are:

	£'000s
<b><u>Investment Strategy</u></b>	
Gascoigne East Phase 2	27,803
Gascoigne West Phase 1	60,393
Gascoigne West Phase 2	1,085
Weighbridge	1,187
Crown House	46,965
200 Becontree Avenue	5,440
Sacred Heart	6,826
House for Artists	4,950
Grays Court Refurb	4,933
Sebastian Court	16,883
Becontree Heath New Build	1,139
	<b>177,604</b>
<b><u>Housing Revenue Account</u></b>	
Fire Doors	2,979
Decent Homes Internals - Kitchens and Bathrooms	1,121
	<b>4,100</b>
<b>TOTAL</b>	<b>181,704</b>

### 9. Intangible Assets

	2018/19	2019/20
<b>Balance at Start of the Year</b>		
Gross Carrying Amount	13,227	16,895
Accumulated Amortisation	(6,273)	(8,368)
Net Carrying Amount at the Start of the Year	6,954	8,527
Additions	3,668	0
Amortisation for the period	(2,095)	(2,434)
Net Carrying Amount at the End of the Year	1,573	(2,434)
<b>Closing Net Book Value</b>	<b>8,527</b>	<b>6,093</b>

## NOTES TO THE ACCOUNTS

### 10. Investment Properties

Investment Properties are assets owned by the Council and are held solely to earn rentals or for capital appreciation or both. The following items of income and expense have been accounted for in the Comprehensive Income and Expenditure Statement:

	2018/19	2019/20
	£000	£000
Rental income from investment property	7,183	7,483
Direct operating expenses arising from investment property	(541)	(1,213)
<b>Net gain</b>	6,642	6,270

There are no restrictions on the Council's ability to realise the value inherent in its investment property or on the Council's right to the remittance of income and the proceeds of disposal. The Council has no contractual obligations to purchase, construct or develop investment property or repairs, maintenance or enhancement.

Investment properties are shown at fair value at the balance sheet date and are subject to revaluation annually and any changes in valuation are reflected in the fair value of assets.

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

	2018/19	2019/20
	£000	£000
Balance at start of the year	61,606	62,057
Additions	0	45,898
Disposals	(1,256)	(681)
Reclassifications	0	0
Net gains/(losses) from fair value adjustments/revaluations	1,707	3,785
<b>Balance at end of the year</b>	62,057	111,059

### Fair Value Hierarchy

All the Council's investment properties have been value assessed as Level 2 on the fair value hierarchy for valuation purposes (See Accounting Policy for an explanation of the fair value levels).

### Valuation Techniques Used to Determine Level 2 Fair Values for Investment Property

The fair value of investment property has been measured using a market approach, which takes into account quoted prices for similar assets in active markets, existing lease terms and rentals, research into market evidence including market rentals and yields, the covenant strength for existing tenants, and data and market knowledge gained in managing the Council's Investment Asset portfolio.

Market conditions are such that similar properties are actively purchased and sold and the level of observable inputs are significant, leading to the properties being categorised as level 2 on the fair value hierarchy.

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

### Highest and Best Use

In estimating the fair value of the Council's investment properties, they are valued at the higher of current use and potential alternative use (if different to current use).



## NOTES TO THE ACCOUNTS

### Valuation Process for Investment Properties

The Council's investment properties have been valued by Wilks, Head & Eve in accordance with the methodologies and bases for estimation set out in the professional standards of the Royal Institution of Chartered Surveyors.

### 11. Financial Instruments

The following categories of financial instruments are carried in the Balance Sheet:

Long Term	Short Term		Long Term	Short Term
2018/19	2018/19		2019/20	2019/20
£000	£000		£000	£000
<b>Financial Assets at Amortised Cost</b>				
215,741	63,100	<b>Investments</b>	140,953	195,600
-	15,280	<b>Cash and Cash Equivalents (see Note 13)</b>	-	17,927
<b>Debtors</b>				
77,340	134,465	Debtors as per Balance Sheet (see Note 12)*	80,820	142,506
	2,227	Accrued Interest Receivable		2,401
<b>Total Debtors</b>				
-	(65,984)	Adjustments for statutory debtors - not qualifying as financial assets at amortised cost	-	(71,010)
77,340	70,708	<b>Total debtors qualifying as Financial Assets at Amortised Cost</b>	80,820	73,897
293,081	149,088	<b>Total Financial Assets</b>	221,773	287,424
<b>Financial Liabilities at Amortised Cost*</b>				
746,613	101,000	<b>Borrowings</b>	855,588	126,100
<b>Creditors</b>				
136,567	2,274	PFI and finance lease liabilities*	133,672	2,561
-	76,820	Creditors as per Balance Sheet (See Note 14)	-	107,354
	4,448	Accrued Interest Payable		2,733
-	(24,645)	Adjustments for statutory short term creditors (not qualifying)		(46,054)
136,567	58,897	<b>Total creditors qualifying as financial liabilities at amortised cost</b>	133,672	66,593
883,180	159,897	<b>Total Financial Liabilities</b>	989,260	192,693

\* Financial Liabilities at Amortised Costs were previously classified as Loans and Receivables. This change did not lead to any further reclassification of the Council's financial assets or liabilities

**Note** - Assets arising purely from statutory provisions such as council tax, NNDR and general rates are exempt from the definition of financial assets, which requires a contractual basis.

The following shows an analysis of borrowing by type of debt:

## NOTES TO THE ACCOUNTS

Long Term	Current		Long Term	Current
2018/19 £000	2018/19 £000		2019/20 £000	2019/20 £000
		<b>Borrowings</b>		
601,508		PWLB	<b>729,410</b>	
30,000		LOBO's	<b>10,000</b>	
115,104		Other market debt	<b>116,178</b>	
	101,000	Short Term Loans		<b>126,100</b>
<b>746,612</b>	<b>101,000</b>	<b>Total</b>	<b>855,588</b>	<b>126,100</b>

## NOTES TO THE ACCOUNTS

### Income, Expense, Gains and Losses

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

2018/19			2019/20		
Financial Liabilities measured at amortised cost £000	Assets and Liabilities at Fair Value through Profit and Loss £000	Total £000	Financial Liabilities measured at amortised cost £000	Assets and Liabilities at Fair Value through Profit and Loss £000	Total £000
(29,219)	0	(29,219)	Interest expense *		
			(34,167)	0	(34,167)
0	(145)	(145)	Fee Expense**		
			0	(146)	(146)
0	8,879	8,879	Interest Income *		
			0	7,836	7,836
Net gain / (loss) for the year					
(29,219)	8,734	(20,485)	(34,167)	7,690	(26,477)

\* Interest Income and Expenditure include HRA

\*\* Fee Expense includes brokerage costs for longer term loans

## NOTES TO THE ACCOUNTS

### Fair Value of Assets and liabilities carried at Amortised Cost

Financial liabilities, financial assets, long-term debtors and creditors are carried in the Balance Sheet at amortised cost. Their fair value can be assessed by calculating the present value of the cash flows that will take place over the remaining term of the instruments, using the following assumptions:

- estimated ranges of interest rates at 31 March 2020 of 1.90% to 2.65% for loans from the PWLB
- no early repayment or impairment is recognised
- where an instrument will mature in the next 12 months, carrying amount is assumed to approximate to fair value
- the fair value of trade and other receivables is taken to be the invoiced or billed amount.

The Council has a continuing ability to borrow at a concessionary rates from the PWLB rather than from the markets, termed the PWLB certainty rate (NL rate). The Fair Value calculations in the table below are based on the NL Rate.

The fair values calculated are as follows:

31 March 2019			31 March 2020	
Carrying Amount	Fair Value based on New Loan Rate		Carrying Amount £000's	Fair Value based on New Loan Rate £000's
£000's	£000's	Financial Assets	£000's	£000's
278,841	280,927	- Investments	336,553	341,478
15,280	15,280	- Cash & Cash Equivalents	10,732	10,732
77,340	77,340	Long-term debtors	80,820	80,820
68,481	68,481	ST Debtors (excl Interest Receivable)	71,496	71,496
2,227	2,227	Interest Receivable Accrual	2,401	2,401
<b>442,169</b>	<b>444,255</b>	<b>Total</b>	<b>502,003</b>	<b>506,927</b>
£000's	£000's	Financial Liabilities	£000's	£000's
601,508	693,036	- PWLB	729,410	789,785
145,104	164,556	- Market Loans	126,178	148,154
101,000	100,508	- Temporary Loans	126,100	126,100
138,841	160,944	PFI & Finance Lease	136,233	155,947
52,175	52,175	ST Creditors (excl Interest Payable)	61,299	61,299
4,448	4,448	Interest Payable Accrual	2,733	2,733
<b>1,043,076</b>	<b>1,175,667</b>	<b>Total</b>	<b>1,181,952</b>	<b>1,284,017</b>

The rates quoted in the above valuation were obtained by the Council's treasury management consultants, Link Asset Services, from the market on 31 March 2020 using bid prices where applicable. The fair value of the liabilities is higher than the carrying amount because the Council's portfolio of loans includes a number of fixed rate loans where the interest rate payable is higher than the prevailing rates at the Balance Sheet date. This shows a notional future loss (based on economic conditions at 31 March 2020) arising from a commitment to pay interest to lenders above current market rates.

The valuation basis adopted for Fair Value calculation uses Level 2 inputs, which are inputs other than quoted prices that are observable for the financial asset / liability.

### Nature and Extent of Risks Arising for Financial Instruments

## NOTES TO THE ACCOUNTS

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

**Credit risk** – the possibility that other parties might fail to pay amounts due to the Council;

**Liquidity risk** – the possibility that the Council might not have funds available to meet its commitments to make payments;

**Re-financing and Maturity risk** – the possibility that the Council might be required to renew a financial instrument on maturity at disadvantageous interest rates or terms; and

**Market risk** – the possibility that financial loss might arise for the Council as a result of changes in such measures as interest rates and stock market movements.

### Overall Procedures for Managing Risk in Financial Markets

The Council's overall risk management procedures focus on the unpredictability of financial markets and are structured to implement suitable controls to minimise these risks. The procedures for risk management are set out through a legal framework in the Local Government Act 2003 and associated regulations. These require the Council to comply with the CIPFA Prudential Code, the CIPFA Code of Practice on Treasury Management in the Public Services and Investment Guidance issued through the Act. Overall, these procedures require the Council to manage risk in the following ways:

- By formally adopting the requirements of the CIPFA Treasury Management Code of Practice;
- By the adoption of a Treasury Policy Statement and treasury management clauses within its financial regulations/standing orders/constitution;
- By approving annually in advance prudential and treasury indicators for the following three years limiting the Council's overall borrowing:

- its maximum and minimum exposures to fixed and variable rates;
- its maximum and minimum exposures to the maturity structure of its debt;
- its maximum annual exposures to investments maturing beyond a year; and
- by approving an investment strategy for the forthcoming year setting out its criteria for both investing and selecting investment counterparties in compliance with the Government Guidance.

These are required to be reported and approved at or before the Council's annual Council Tax setting budget or before the start of the year to which they relate. These items are reported with the annual treasury management strategy which outlines the detailed approach to managing risk in relation to the Council's financial instrument exposure. Actual performance is also reported after each year, as is a mid-year update.

The Annual Treasury Management Strategy which incorporates the prudential indicators and the Investment Strategy was approved by the Assembly and is available on the Council website.

The key issues within the strategy were:

- the revised authorised borrowing limit (GF and HRA) of £1.152bn for 2019/20, which includes £266m for the HRA self-financing debt settlement; and
- to approve the annual investment strategy and creditworthiness policy for 2019/20 outlining the investments that the Council may use for the prudent management of its investment balances

These policies are implemented by a central treasury team. The Council maintains written principles for overall risk management, as well as written policies, Treasury Management Practices (TMPs) covering specific areas, such as interest rate risk, credit risk, and the

## NOTES TO THE ACCOUNTS

investment of surplus cash. These TMPs are a requirement of the Code of Practice and are reviewed periodically.

### Credit Risk

Credit risk arises from deposits with banks and financial institutions, as well as credit exposures to the Council's customers.

This risk is minimised through the Annual Investment Strategy, which requires that deposits are not made with financial institutions unless they meet identified minimum credit criteria, in accordance with the Fitch, Moody's credit ratings and CDS data which it receives from its advisers Link Asset Services as a basis for assessing credit risk as well as other market information. The Annual Investment Strategy also considers maximum amounts and time limits in respect of each financial institution. Deposits are not made with banks and financial institutions unless they meet the minimum requirements of the investment criteria outlined above. Additional selection criteria are also applied after these initial criteria and full details of the Investment Strategy can be found on the Council's website.

The Council uses the creditworthiness service provided by Link Asset Services. This service uses a sophisticated modelling approach with credit ratings from all three rating agencies - Fitch, Moodys and Standard and Poors, forming the core element. Sector does not rely solely on the current credit ratings of counterparties but also uses the following as overlays:

- credit watches and credit outlooks from credit rating agencies;
- CDS spreads to give early warning of likely changes in credit ratings; and
- sovereign ratings to select counterparties from only the most creditworthy countries.

Customers for goods and services are assessed, taking into account their financial position, past experience and other factors, with individual credit limits being set in accordance with internal ratings in accordance with parameters set by the Council.

The Council's maximum exposure to credit risk in relation to its investments in banks and building societies cannot be assessed generally as the risk of any institution failing to make interest payments or repay the principal sum will be specific to each individual institution. Recent experience has shown that it is rare for such entities to be unable to meet their commitments. A risk of irrecoverability applies to all of the Council's deposits, but there was no evidence at the 31 March 2020 that this was likely to crystallise.

In the past five years the Council has not experienced any exposure to credit risk, based on the levels of default assessed by the ratings agencies and its advisors. The Council does not allow credit for its trade debtors further reducing its exposure to credit risk and has not experienced any defaults in the last five years on its investments.

The carrying value of the exposure by financial instrument is summarised below:

	<b>Criteria</b>	<b>Amount Invested at 31 March 2020 £000</b>
Deposits with Banks	A' rated	85,019
UK Government Risk	Local Authority	262,266
Commercial Loans	See Below	80,333
<b>Total Investments</b>		<b>427,618</b>

## NOTES TO THE ACCOUNTS

No breaches of the Council's counterparty criteria occurred during the reporting period and the Council does not expect any losses from the non-performance by any of its counterparties in relation to deposits.

During the year the Council did not give or receive any collateral as security for a financial instrument.

The Council generally requires trade debtors to be settled within 30 days; the aged debtor analysis of unpaid invoices issued through the accounts receivable system is as follows:

### Trade and Other Receivables

At 31 March 2020 the lifetime Expected Loss Provision (ECL) for trade receivables is as follows:

	<b>1 to 30 days past due date</b>	<b>More than 30 days past due date</b>	<b>More than 60 days past due date</b>	<b>More than 90 days past due date</b>	<b>More than one year</b>	<b>Total</b>
	£000	£000	£000	£000	£000	£000
Expected loss rate	1%	3%	10%	50%	100%	
Gross carrying Amount	9,543	1,322	1,156	3,435	5,419	20,875
Loss Provision	95	40	116	1,718	5,419	7,387

At 31 March 2020 the lifetime Expected Loss Provision (ECL) for trade receivables is as follows:

	<b>Current</b>	<b>More than 30 days past due date</b>	<b>More than 60 days past due date</b>	<b>More than 90 days past due date</b>	<b>Total</b>
	£000	£000	£000	£000	£000
Expected loss rate	1%	3%	10%	50%	
Gross carrying Amount	29,543	1,227	694	6,723	38,186
Loss Provision	295	37	69	3,361	3,763

The changes in loss allowance for investments at amortised cost during the year are as follows:

### Amounts Arising from ECL for Investments and Loans

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

Under the general approach used in IFRS9, a financial asset is in one of three stages in order to determine both the amount of ECL to recognise as well as how interest income should be recognised.

**Stage 1** is where credit risk has not increased significantly since initial recognition. For financial assets in stage 1, entities are required to recognise 12 month ECL and recognise interest income on a gross basis – this means that interest will be calculated on the gross carrying amount of the financial asset before adjusting for ECL.



## NOTES TO THE ACCOUNTS

**Stage 2** is where credit risk has increased significantly since initial recognition. When a financial asset transfers to stage 2 entities are required to recognise lifetime ECL but interest income will continue to be recognised on a gross basis.

**Stage 3** is where the financial asset is credit impaired. This is effectively the point at which there has been an incurred loss event under the IAS 39 model. For financial assets in stage 3, entities will continue to recognise lifetime ECL but they will now recognise interest income on a net basis. This means that interest income will be calculated based on the gross carrying amount of the financial asset less ECL. The table below summarises the general approach.

There are currently 11 loans totalling £80.3m, with most of the loans are secured against an asset. The loans are predominantly loans to Reside and these are secured against a number of properties held with Reside. In addition another of the loans is for the purchase of LEUK and is secured against the land the company owns. The Authority undertook due diligence on the credit quality of these third parties during the awarding of the loans and there is no indication of credit impairment or default at the time these accounts were finalised. During 2019/20 none of the counterparties experienced any financial problems. £315k in loss allowance based on the 12 month ECL basis. The changes in loss allowance for investments at amortised cost during the year are as follows, with all loans currently in stage 1:

### Loss allowance by Asset Class

Investments and Loans at amortised cost	12mth Expected Credit losses £'000s
<b>Opening balance as at 1 April 2019</b>	<b>151</b>
Individual financial assets transferred to 12mth ECL (Stage 1)	<b>0</b>
Amounts written off	<b>0</b>
Changes in models/risk parameters	<b>164</b>
<b>As at 31 March 2020</b>	<b>315</b>

### Liquidity Risk

The Council manages its liquidity position through the risk management procedures above (the setting and approval of prudential indicators and the approval of the treasury and investment strategy reports), as well as through a comprehensive cash flow management system, as required by the CIPFA Code of Practice. This seeks to ensure that cash is available when needed.

The Council has ready access to borrowings from the money markets to cover any day to day cash flow need, and the PWLB and money markets for access to longer term funds. The Council is also required to provide a balanced budget through the Local Government Finance Act 1992, which ensures sufficient monies are raised to cover annual expenditure. There is therefore no significant risk that it will be unable to raise finance to meet its commitments under financial instruments.

### Refinancing and Maturity Risk

The Council maintains a significant debt and investment portfolio. Whilst the cash flow procedures above are considered against the refinancing risk procedures, longer-term risk to the Council relates to managing the exposure to replacing financial instruments as they mature. This risk relates to both the maturing of longer term financial liabilities and longer term financial assets. The approved treasury indicator limits for the maturity structure of debt and the limits placed on investments placed for greater than one year in duration are the key parameters used to address this risk. The Council approved treasury and investment strategies address the main risks and the central treasury team address the operational risks within the approved parameters. This includes:

## NOTES TO THE ACCOUNTS

- monitoring the maturity profile of financial liabilities and amending the profile through either new borrowing or the rescheduling of the existing debt; and
- monitoring the maturity profile of investments to ensure sufficient liquidity is available for the Council's day to day cash flow needs, and the spread of longer term investments provide stability of maturities and returns in relation to the longer term cash flow needs.

The maturity analysis of financial liabilities is as follows, with the maximum and minimum limits for fixed interest rates maturing in each period:

	Actual 31 Mar 2019	Actual 31 Mar 2020
	£000	£000
Less than one year	105,448	128,833
Between 1 and 2 years	14,000	0
Between 2 and 5 years	0	0
Between 5 and 10 years	0	0
More than 10 years	732,613	855,588
Total	852,061	984,421

The maturity analysis of all financial assets, including trade payables and receivables, held by the Council is under one year.

### Market Risk

#### Interest Rate Risk

The Council is exposed to risk in terms of its exposure to interest rate movements on its borrowings and investments. Movements in interest rates have a complex impact on the Council. For instance, a rise in interest rates would have the following effects:

- Borrowings at variable rates – the interest expense charged to the Comprehensive Income and Expenditure Statement will rise;
- Borrowings at fixed rates – the fair value of the borrowing will fall (no impact on revenue balances);
- Investments at variable rates – the interest income credited to the Comprehensive Income and Expenditure Statement will rise; and
- Investments at fixed rates – the fair value of the assets will fall (no impact on revenue balances).

Borrowings are not carried at fair value, so nominal gains and losses on fixed rate borrowings would not impact on the Surplus of Deficit on the Provision of Services or Other Comprehensive Income and Expenditure. However, changes in interest payable and receivable on variable rate borrowings and investments will be posted to the Surplus or Deficit on the Provision of Services and affect the General Fund Balance. Movements in the fair value of fixed rate investments that have a quoted market price will be reflected in Other Comprehensive Income and Expenditure.

The Council has a number of strategies for managing interest rate risk. The Annual Treasury Management Strategy draws together Council's prudential and treasury indicators and its expected treasury operations, including an expectation of interest rate movements. From this Strategy a treasury indicator is set which provides maximum limits for fixed and variable interest rate exposure. The central treasury team monitor market and forecast interest rates within the year to adjust exposures appropriately. For instance during periods of falling interest rates, and where economic circumstances make it favourable, fixed rate investments may be taken for longer

## NOTES TO THE ACCOUNTS

periods to secure better long term returns, similarly the drawing of longer term fixed rates borrowing would be postponed.

The risk of interest rate loss is partially mitigated by Government grant payable on financing costs.

The treasury management team has an active strategy for assessing interest rate exposure that feeds into the setting of the annual budget and which is used to update the budget quarterly during the year. This allows any adverse changes to be accommodated. The analysis will also advise whether new borrowing taken out is fixed or variable. According to this assessment strategy, at 31 March 2020 if interest rates had been 1% higher with all other variables held constant, the financial effect for 2019/20 would be:

<b>Interest Rate Risk – 1% Increase</b>	<b>£000</b>
Increase in interest payable on variable rate borrowings*	-
Increase in interest receivable on variable rate investments	<u>2,763</u>
Impact on Surplus or Deficit on the Provision of Services	<u>2,763</u>
 <b>Interest Rate Risk – 1% Decrease</b>	 <b>£000</b>
Decrease in interest payable on variable rate borrowings*	-
Decrease in interest receivable on variable rate investments	<u>2,662</u>
Impact on Surplus or Deficit on the Provision of Services	<u>2,662</u>

\*The Council did not hold any variable rate borrowings as at 31 March 2020 and therefore the effect of an increase or decrease in the rate would be nil.

### Price Risk

Excluding the Pension Fund, the Council does not generally hold equity shares. As at 31 March 2020 the Council did not hold any Certificates of Deposit.

### Foreign exchange risk

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

## NOTES TO THE ACCOUNTS

### 12. Debtors

	2018/19	2019/20
	£000	£000
Central Government Bodies	3,660	18,959
Other Local Authorities	2,291	2,607
NHS Bodies	388	0
Housing Benefits Overpayments (net of BDP)	6,656	3,302
Housing Rents (net of BDP)	2,594	2,548
Leaseholder Service Charge	3,587	8,925
Payments in Advance	40,439	27,828
Court Costs	4,438	4,889
VAT	16,092	21,803
Other Entities and Individuals	56,547	54,046
<b>Total</b>	<b>136,692</b>	<b>144,907</b>

### 13. Cash and Cash Equivalents

	2018/19	2019/20
	£000	£000
Cash held by the Council	25	5
Bank current accounts	8,075	7,190
Deposits at Call	7,180	10,732
<b>Total</b>	<b>15,280</b>	<b>17,927</b>

### 14. Creditors

	2018/19	2019/20
	£000	£000
Central Government Bodies	(9,949)	(24,571)
Other Local Authorities	(4,774)	(5,459)
NHS Bodies	(1,709)	(535)
Other Entities and Individuals	(67,110)	(82,082)
<b>Total</b>	<b>(83,542)</b>	<b>(112,647)</b>

## NOTES TO THE ACCOUNTS

### 15. Provisions

	Balance at 1 April 2019 £000	Amount used or reversed £000	Provisions made during year £000	Balance at 31 March 2020 £000
Insurance	(5,091)	4,259	(2,781)	<b>(3,614)</b>
NDR Appeals	(5,964)	8,456	(5,720)	<b>(3,228)</b>
<b>Total</b>	<b>(11,055)</b>	<b>12,714</b>	<b>(8,502)</b>	<b>(6,842)</b>

#### Insurance Claims

Provision is made for those claims where it is deemed probable that the Council will have to make a settlement, based on past experience of court decisions about liability and the amount of damages payable. The Council may be reimbursed by its insurers, but until claims are actually settled no income is recognised as the insurers will only reimburse amounts above a £150,000 excess.

#### Business Rates Appeals

The amount provided for business rates appeals (Council's share) is £5,964k. The provision is based on data and trends that reflect local circumstances. This is made to meet the estimated costs repayable to rate payers as a result of reductions in rateable values following successful appeals against valuation.

### 16. Usable Reserves

Movements in the Council's usable reserves are detailed in the Movement in Reserves Statement.

### 17. Unusable Reserves

2018/19 £000	Unusable Reserves	2019/20 £000
1,034,265	Revaluation Reserve	<b>1,138,986</b>
1,063,461	Capital Adjustment Account	<b>998,069</b>
(538,469)	Pensions Reserve	<b>(433,083)</b>
1,754	Collection Fund Adjustment Account	<b>2,890</b>
(1,477)	Accumulated Absences Account	<b>(1,596)</b>
0	Financial Instruments Adjustment Account	<b>0</b>
<b>1,559,534</b>	<b>Total</b>	<b>1,705,266</b>

The breakdowns of materially significant reserves are provided below.

#### Revaluation Reserve

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

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

## NOTES TO THE ACCOUNTS

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

2018/19 £000	<b>Revaluation Reserve</b>	2019/20 £000
960,043	<b>Balance at 1 April</b>	<b>1,034,265</b>
210,399	Upward revaluation of assets	<b>191,416</b>
(129,547)	Downward revaluation of assets and impairment losses not charged to the Surplus/(Deficit) on the Provision of Services	<b>(65,645)</b>
(4,427)	Accumulated gains or losses on assets disposed of in year	<b>(9,214)</b>
(2,203)	Difference between fair value depreciation and Historical cost depreciation	<b>(11,836)</b>
<b>1,034,265</b>	<b>Balance at 31 March</b>	<b>1,138,986</b>

### Capital Adjustment Account

The Capital Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for the consumption of non-current assets and for financing the acquisition, construction or enhancement of those assets under statutory provisions. The Account is debited with the cost of acquisition, construction or enhancement as depreciation, impairment losses and amortisations are charged to the Comprehensive Income and Expenditure Statement (with reconciling postings from the Revaluation Reserve to convert fair value figures to a historical cost basis). The Account is credited with the amounts set aside by the Authority as finance for the costs of acquisition, construction and enhancement.

The Account contains accumulated gains and losses on Investment Properties and gains recognised on donated assets that have yet to be consumed by the Authority. The Account also contains revaluation gains accumulated on Property, Plant and Equipment before 1 April 2007, the date the Revaluation reserve was created to hold such gains.

## NOTES TO THE ACCOUNTS

2018/19 £000	<b>Capital Adjustment Account</b>	2019/20 £000
1,008,453	<b>Balance at 1 April</b>	1,063,461
	Reversal of items relating to capital expenditure debited or credited to the Comprehensive Income and Expenditure Statement:	
(47,689)	Charges for depreciation and impairment of non-current assets	(46,143)
(40,373)	Revaluation gains/(losses) on Property, Plant and Equipment	(75,685)
(2,095)	Amortisation of intangible assets	(2,434)
(1,830)	Revenue expenditure funded from capital under statute	(7,643)
(17,020)	Amounts of non-current assets written off on disposal or sale as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	(55,542)
6,629	Adjusting amounts written out of the Revaluation Reserve	21,050
	<b>Capital financing applied in the year:</b>	
29,455	Use of the Capital Receipts Reserve to finance new capital expenditure	3,625
33,534	Use of the Major Repairs Reserve to finance new capital expenditure	15,556
78,412	Application of grants to capital financing from the Capital Grants Unapplied Account	54,273
10,298	Statutory provision for the financing of capital investment charged against the General Fund and HRA balances	10,156
3,980	Capital expenditure charged against the General Fund and HRA balances	13,610
1,707	Movements in market value of Investment Properties	3,785
<u>1,063,461</u>	<b>Balance at 31 March</b>	<u>998,069</u>

### Pensions Reserve

The Pensions Reserve absorbs the timing differences arising from the different arrangements for accounting for post employment benefits and for funding benefits in accordance with statutory provisions. The Council accounts for post employment benefits in the Comprehensive Income and Expenditure Statement as the benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions and investment returns on any resources set aside to meet the costs.

Statutory arrangements require benefits earned to be financed as the Council make the employer's contributions to pension funds or eventually pays any pensions for which it is directly responsible. The debit balance on the Pensions Reserve therefore shows a substantial shortfall in the benefits earned by past and current employees and the resources the Council has set aside to meet them. The statutory arrangements will ensure that funding will have been set aside by the time the benefits come to be paid.



## NOTES TO THE ACCOUNTS

2018/19 £000	Pension Reserve	2019/20 £000
(443,240)	<b>Balance at 1 April</b>	<b>(538,469)</b>
(62,160)	Remeasurements of the net defined benefit liability/asset	<b>140,338</b>
(61,593)	Reversal of items relating to retirement benefits debited or credited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement	<b>(63,701)</b>
28,524	Employer pensions' contributions and direct payments to pensioners payable in the year	<b>28,749</b>
(538,469)	<b>Balance at 31 March</b>	<b>(433,083)</b>

## NOTES TO THE ACCOUNTS

### 18. Cash Flow Statement – Net Cash Flows from Operating Activities

2018/19 £000		2019/20 £000
(25,058)	<b>Net (Deficit) on the Provision of Services</b>	<b>(116,641)</b>
	<b>Adjust net surplus or deficit on the provision of services for non cash movements</b>	
(47,757)	Depreciation	46,143
56,498	Impairment and downward valuations	100,529
(2,095)	Amortisation	2,434
1,040	Increase/(Decrease) in Interest Creditors	(1,394)
(82,811)	(Decrease) in Creditors	29,105
(552)	(Increase)/Decrease in Interest and Dividend Debtors	(325)
136,098	(Increase)/Decrease in Debtors	51,572
67	(Increase)/Decrease in Inventories	248
33,069	Movement in Pension Liability	34,952
661	Contributions to/(from) Provisions	(4,213)
(17,020)	Carrying amount of non-current assets, sold or derecognised	(55,542)
1,646	Other non-cash items	23,471
78,844		226,980
	<b>Adjust for items included in the net surplus or deficit on the provision of services that are investing or financing activities</b>	
(32,748)	Capital Grants credited to surplus or deficit on the provision of services	(36,191)
(31,913)	Proceeds from the sale of property plant and equipment, investment property and intangible assets	(33,786)
(64,661)		(69,977)
(10,875)	<b>Net Cash Flows from Operating Activities</b>	<b>40,362</b>

### 18b. Cash Flow Statement - Investing Activities

2018/19 £000		2019/20 £000
(222,940)	Purchase of property, plant and equipment, investment property and	(176,504)
31,913	Proceeds from the sale of property, plant and equipment, investment	33,786
(155,000)	Purchase of short-term and long-term investments	(674,593)
117,094	Proceeds from short-term and long-term investments	616,935
32,748	Capital grants received	36,191
(196,185)	<b>Net Cash Flows from Investing Activities</b>	(164,185)

### 18c. Cash Flow Statement - Financing Activities

2018/19 £000		2019/20 £000
6,539	Council tax and NNDR adjustments	(3,196)
(2,490)	Cash payments for the reduction of the outstanding liabilities relating to	(4,409)
(509,721)	(Repayment) of short and long-term borrowing	(568,955)
716,188	Cash receipts of short-term and long-term borrowing	703,030
210,516	<b>Net Cash Flows from Financing Activities</b>	126,470

## NOTES TO THE ACCOUNTS

### 18d. Analysis of Borrowings related cash inflows and outflows

	Opening Balance	Cash		Non-Cash		Closing Balance
	2017-18	Cash Inflows	Cash Outflows	Acquisition	Other	2018/19
	£000	£000	£000	£000	£000	£000
LT Borrowings	(595,146)	(904,429)	752,962		0	(746,613)
ST Borrowings	(46,000)	(304,450)	249,450		0	(101,000)
Lease Liabilities	(85,969)	(944)	1,734		0	(85,179)
On Balance Sheet	(47,610)	(96)	1,796		0	(45,910)
<b>TOTAL</b>	<b>(774,725)</b>	<b>#####</b>	<b>#####</b>	<b>0</b>	<b>0</b>	<b>(978,702)</b>

	Opening Balance	Cash		Non-Cash		Closing Balance
	2018/19	Cash Inflows	Cash Outflow	Acquisition	Other	2019/20
	£000	£000	£000	£000	£000	£000
LT Borrowings	(746,613)	#####	591,320	0	0	(855,588)
ST Borrowings	(101,000)	(27,100)	2,000	0	0	(126,100)
Lease Liabilities	(85,180)	(942)	3,216	0	0	(82,906)
On Balance Sheet	(45,910)	(22,065)	24,200	0	0	(43,775)
<b>TOTAL</b>	<b>(978,703)</b>	<b>#####</b>	<b>620,736</b>	<b>0</b>	<b>0</b>	<b>(1,108,369)</b>

### 19. Pooled Budgets

The Better Care Fund is a pool of NHS and Council monies intended to support an increase in the scale and pace of integration and promote joint planning for the sustainability of local health and care economies. On 4 April 2014 the Council agreed a pooled budget arrangement with the Barking and Dagenham Clinical Commissioning Group. The pooled budget is hosted by the Council on behalf of the two partners to the agreement

	2018/19	2019/20
	£000	£000
Funding provided to the pooled budget:		
the Council	10,567	12,029
the CCG	13,670	14,731
	<u>24,237</u>	<u>26,760</u>
Expenditure met from the pooled budget:		
the Council	(10,567)	(12,029)
the CCG	(13,670)	(14,731)
	<u>(24,237)</u>	<u>(26,760)</u>
Total Net Surplus / (Deficit) of the pooled budget	<u>0</u>	<u>0</u>
Net surplus / (deficit) for the Council	0	0
Net surplus / (deficit) for the CCG	0	0

### 20. Members Allowances

The Council paid the following amounts to members of the Council during the year.

## NOTES TO THE ACCOUNTS

	2018/19	2019/20
	£000	£000
Basic Allowances	518	561
Special Responsibility Allowances	292	320
Employer's NI	46	50
<b>Total</b>	856	931

For further details, please visit the following website:

<https://www.lbbd.gov.uk/council/councillors-and-committees/councillors/councillors-allowances-and-attendance/overview/>

### 21. Senior Officers' Remuneration (including Teachers)

The disclosure requirements comprise the following:

- (a) An analysis of the number of employees whose remuneration is in excess of £50k in bands of £5k;
- (b) An additional requirement listing those senior employees whose salary is £50k or more per year but less than £150k by way of job title. This includes statutory officers and non-statutory officers who report direct to the head of paid service; and
- (c) A list of those employees whose salary is in excess of £150k by name and job title.

Remuneration is defined as all amounts paid to or receivable by a person and includes sums due by way of expenses allowance (insofar as those sums are chargeable to United Kingdom income tax) and the estimated monetary value of any benefits received by an employee other than in cash (e.g. benefits in kind).

Salary is generally accepted as the amount received under a contract of employment for services rendered (before the deduction of pension contributions) other than bonuses, allowances, benefits in kind or compensation payments.

#### a) Senior Officers' Remuneration (including Teachers)

Remuneration is defined as all amounts paid to or receivable by a person, and includes sums due by way of expenses allowance (insofar as those sums are chargeable to United Kingdom income tax) and the estimated monetary value of any benefits received by an employee other than in cash (e.g. benefits in kind).

Salary is generally accepted as the amount received under a contract of employment for services rendered (before the deduction of pension contributions) other than bonuses, allowances, benefits in kind or compensation payments.

## NOTES TO THE ACCOUNTS

Analysis of employees whose remuneration is in excess of £50,000 and less than £150,000.

	2018/19		2019/20	
	Non-Teaching Employees	Teaching Employees	Non-Teaching Employees	Teaching Employees
£50,000 - £54,999	47	202	65	254
£55,000 - £59,999	34	156	46	173
£60,000 - £64,999	17	75	23	91
£65,000 - £69,999	20	55	12	45
£70,000 - £74,999	9	27	26	43
£75,000 - £79,999	2	21	8	20
£80,000 - £84,999	9	15	19	21
£85,000 - £89,999	1	12	1	11
£90,000 - £94,999	1	10	0	6
£95,000 - £99,999	6	4	4	7
£100,000 - £104,999	3	1	0	3
£105,000 - £109,999	4	3	1	3
£110,000 - £114,999	3	1	1	4
£115,000 - £119,999	0	2	4	1
£120,000 - £124,999	3	2	1	1
£125,000 - £129,999	1	2	2	0
£130,000 - £134,999	0	0	0	1
£135,000 - £139,999	0	0	1	2
£140,000 - £144,999	0	1	0	0
£145,000 - £149,999	1	1	0	1
<b>Total</b>	<b>161</b>	<b>590</b>	<b>214</b>	<b>687</b>

## NOTES TO THE ACCOUNTS

**b) Senior Officers who salary is between £50,000 and £150,000 per year.**

Post Held	Year	Notes	Salary, Fees & Allowances	Compensation for Loss of Employment	Sub-total	Employer's Pension Contribution	Total (including pension contributions)
Director of People and Resilience	2019/20	1	139,837		139,837	32,862	172,699
(Director of Children's and Adults' Social Services.)	2018/19		107,772		107,772	25,326	133,098
	2018/19		36,613		36,613	8,604	45,216
Transformation Director	2019/20		115,325		115,325	27,101	142,426
	2018/19		113,063		113,063	26,570	139,633
Director Law, Governance and HR (Monitoring Officer)	2019/20		127,359		127,359	29,929	157,288
	2018/19		124,861		124,861	29,342	154,203
Director of Inclusive Growth	2019/20	2	113,837		113,837	27,101	140,938
Strategic Director Growth and Homes	2018/19		98,822		98,822	23,427	122,249
	2019/20	3	85,469		85,469	20,085	105,554
Director of Policy and Participation	2019/20		36,632		36,632	8,305	44,937
	2018/19		113,063		113,063	26,570	139,633

Note 1            The Strategic Director of Service Development and Improvement left the organisation in July 2018 and was replaced by the Director of People and Resilience who joined the council in June 2018. This role holds the statutory DASS/DCS responsibility.

Note 2            Director of Inclusive Growth joined the Council in May 2018.

Note 3            The Director of Policy and Participation left the organisation in August'19 and was replaced, however, there was a cross over period of 6 weeks. The split in earnings and employer's pension contribution reflects this.

## NOTES TO THE ACCOUNTS

c) Senior Officers whose salary is £150,000 or more per year

Post Held	Year	Notes	Salary, Fees & Allowances £	Sub -total £	Employer's Pension Contribution £	Total (including pension contributions) £
Chief Executive of the Council <b>Christopher Naylor</b>	<b>2019/20</b>		<b>175,117</b>	<b>175,117</b>	<b>41,152</b>	<b>216,269</b>
	2018/19		171,683	171,683	40,346	212,029
Chief Operating Officer (S151 Officer) <b>Claire Symonds</b>	<b>2019/20</b>		<b>152,367</b>	<b>152,367</b>	<b>35,806</b>	<b>188,173</b>
	2018/19		149,070	149,070	35,104	184,174
Head Teacher - Jo Richardson <b>Mr Ges Smith</b>	<b>2019/20</b>	<b>1</b>	<b>192,568</b>	<b>192,568</b>	<b>35,520</b>	<b>228,088</b>
	2018/19		187,411	187,411	31,455	218,866

### Note 1

Salary of Mr Ges Smith, Head teacher of Jo Richardson School also includes a salary relating to executive cover of Dagenham Park School.

The split is as follows:

- Jo Richardson Salary £154,054 with pension contributions of £28,386 - Start of Employment April 2002
- Dagenham Park Salary of £38,514 with pension contributions of £7,134 - Executive cover started February 2018



## NOTES TO THE ACCOUNTS

### d) Exit Packages

The numbers of exit packages with total cost per band and total cost of the compulsory redundancies and other exit packages are set out in the table below. The costs include liabilities in respect of the strain on the Pension Fund.

Exit package cost band	Number of		Number of other		Total number of exit		Total cost of exit	
	2018/19	<b>2019/20</b>	2018/19	<b>2019/20</b>	2018/19	<b>2019/20</b>	2018/19	<b>2019/20</b>
£0 – £20,000	14	<b>47</b>	9	<b>9</b>	23	<b>56</b>	237,773	<b>198,369</b>
£20,001–£40,000	16	<b>2</b>	1	<b>3</b>	17	<b>5</b>	493,304	<b>146,177</b>
£40,001–£60,000	9	<b>4</b>	1	<b>0</b>	10	<b>4</b>	506,294	<b>194,164</b>
£60,001–£80,000	2	<b>2</b>	0	<b>0</b>	2	<b>2</b>	128,395	<b>141,582</b>
£80,001 +	7	<b>4</b>	0	<b>0</b>	7	<b>4</b>	678,819	<b>482,815</b>
<b>Total</b>	48	<b>59</b>	11	<b>12</b>	59	<b>71</b>	2,044,585	<b>1,163,107</b>

## NOTES TO THE ACCOUNTS

### 22. External Audit costs

The Council has incurred the following costs in relation to the audit of the Statement of Accounts and the certification of grant claims.

	2018/19 £'000s	2019/20 £'000s
Fees payable for audit of the authority	128	128
Fees payable for audit related assurance services	7	7
Fees payable for mandatory assurance services	20	20
<b>TOTAL</b>	155	155

### 23. Dedicated Schools Grant (DSG)

The Council's expenditure on schools is funded primarily by the Dedicated Schools Grant (DSG) from the Department of Education. DSG is ring-fenced and can only be applied to meet expenditure properly included in the Schools Budget, as defined in the Schools Finance (England) Regulations 2008. The Schools Budget includes elements for a range of educational services provided on an authority-wide basis and for the Individual School Budget (ISB), which is divided into a budget share for each maintained school.

Details of the deployment of DSG received for 2019/20 is below:

Total 2018/19 £000		Central Costs £000	ISB £000	Total 2019/20 £000
264,909	Final DSG for year before Academy recoupment			273,123
(46,568)	<b>Less:</b> Academy figure recouped			(51,584)
218,341	Total DSG after Academy recoupment			221,539
5,378	Brought forward from previous year			5,520
0	<b>Less:</b> Carry forward agreed in advance			0
223,719	Agreed initial budget distribution in year	<b>22,624</b>	<b>204,436</b>	<b>227,059</b>
(427)	In year adjustments	536		536
223,292	Final budget distribution for the year	<b>23,160</b>	<b>204,436</b>	<b>227,595</b>
(18,361)	<b>Less:</b> Actual central expenditure	(18,993)		(18,993)
(199,411)	Actual ISB deployed to schools		(204,436)	(204,436)
5,520	Total carry forward	<b>4,166</b>	<b>0</b>	<b>4,166</b>

## NOTES TO THE ACCOUNTS

### 24. Grant Income

The Council credited the following grants, contributions and donations to the Comprehensive Income and Expenditure Statement in 2018/19:

	2018/19 £000	2019/20 £000
<b>Taxation and Non Specific Grant Income</b>		
RSG (Includes Business Rates Retention Scheme)	44,353	46,338
New Homes Grant	3,710	3,506
Social Care Grant	0	2,473
NNDR Compensation grants	(21)	1,214
Housing & Council Tax Benefits Admin Grant	1,340	1,200
Other grants individually less than £1 million	4,590	4,765
<b>Total</b>	<u>53,972</u>	<u>59,496</u>
 <b>Direct to Services</b>		
Dedicated Schools Grant (DSG)	217,914	221,539
Education and Skills Funding Agency	22,486	29,763
Public Health England	16,906	16,460
Ministry of Housing, Communities and Local Government	14,531	15,281
Pupil Premium	12,029	11,279
Home Office	2,016	2,407
Department of Work and Pensions	2,029	1,178
Other grants individually less than £1 million	6,683	4,732
	<u>294,594</u>	<u>302,639</u>
 <b>Housing Benefit</b>		
Mandatory Rent Allowances: Subsidy	64,972	53,761
Rent Rebates granted to HRA tenants: Subsidy	42,479	37,774
Mandatory Rent Rebates outside HRA	9,750	9,803
	<u>117,200</u>	<u>101,338</u>
 <b>Capital Grant</b>		
Department for Education	12,932	26,017
Greater London Authority	14,795	8,758
Transport for London	1,640	1,088
Developer contributions	4,092	2,259
Other capital grants	2,213	328
	<u>35,672</u>	<u>38,450</u>

The Council has received a number of grants that have yet to be recognised as income as the conditions attached to them that have not yet been satisfied. The balances at the year-end are as follows:

<b>Capital Grants Received in Advance (Long Term)</b>	2018/19 £000	2019/20 £000
Basic Need		(25,453)
GLA Building Council Homes		(13,791)
Other (individually less than £1m)	(406)	(3,507)
	<u>(406)</u>	<u>(42,750)</u>

### 25. Related Parties

The Council is required to disclose material transactions with related parties – bodies or individuals that have the potential to control or influence the Council or to be controlled or influenced by it. Disclosure of these transactions allows readers to assess the extent to which the Council might have been constrained in its ability to operate independently or might have secured the ability to limit another party's ability to bargain freely with the Council.

#### **Central Government**

Central government has effective control over the general operations of the Council and is responsible for providing the statutory framework within which the Council operates, provides the majority of its funding in the form of grants and prescribes the terms of many of the transactions that the Council has with other parties (e.g. council tax bills, housing benefits). Grants received during the year are further analysed in Note 24.

#### **Members**

Members of the Council have direct control over the Council's financial and operating policies.

The total of Members' allowances paid in 2019/20 is shown in Note 20. During 2019/20, no works or services were commissioned from companies in which members had an interest. There have been three declarations by members of personal Related Parties Transactions with the Council in 2019/20. These related to Eastbury Manor House which was hired by Cllr Evelyn Carpenter, Cllr Muhammed Saleem rents a property owned by the Council and Cllr Simon Perry purchased a proportion of a shared ownership property from B&D Reside Regeneration LLP.

#### **Officers**

During 2019/20 the Senior Officers of the Council held no pecuniary interests in accordance with section 117 of the Local Government Act 1972 in contracts entered into by the Council. There have been no declarations by officers of personal Related Parties Transactions with the Council in 2019/20.

#### **Other Public Bodies**

The Council has a pooled budget arrangement with North East London NHS Foundation Trust for the provision of mental health and social services and a pooled Better Care Fund budget arrangement with the Barking and Dagenham Clinical Commissioning Group. Transactions and balances are detailed in Note 19.

#### **Pension fund**

The Council is the administering body of the Barking and Dagenham Pension Fund and has made arrangements for the proper administration of its financial affairs through the appointment of one of its officers.

#### **BDSIP Ltd.**

It is a company partly owned by the Council established to advance the education of pupils. It will do this by delivering consistently excellent services to educational institutions and promoting efficiency and effectiveness of the application of resources.

#### **B&D Reside Weavers LLP**

It is a company partly owned by the Council established to manage the rental of affordable housing in Barking.

#### **Wholly owned subsidiaries:**

##### **B&D Energy Ltd**

## NOTES TO THE ACCOUNTS

B&D Energy Ltd is established to drive the Borough to become the “green capital of the capital”. It aims to do this through the delivery of low carbon and zero energy carbon projects throughout the Borough and east London area.

### **Barking and Dagenham Reside Ltd**

This provides 477 affordable rented properties in the Barking area. The properties are based at the Eastern End of Thames View and William Street Quarter and rents range from 50% - 80% of market rent.

### **Barking and Dagenham Reside Roding Ltd**

This was set up to build and sell 146 properties to London & Quadrant (formerly East Homes Ltd). The homes have been built on the Gascoigne Estate as part of a regeneration project for the area. The homes were completed and sold during 2019 as planned and are being sold as Shared Ownership properties. The Company had a loan facility for the construction works, with its parent company, the London Borough of Barking & Dagenham.

### **Barking and Dagenham Reside Regeneration Ltd**

This is a partner in the letting and management of 144 affordable homes in the Barking area. The Company is a partner in Barking & Dagenham Reside Abbey Roding LLP. The Company is also a partner in B&D Reside Regeneration LLP, who have built and manage 45 shared ownership homes and have a lease for a further 27 shared ownership properties at Kingsbridge in Barking.

### **Barking and Dagenham Reside Regeneration LLP**

This is a partnership which has built and manages 46 shared ownership homes with a lease for a further 27 shared ownership properties at Kingsbridge in Barking.

### **Barking and Dagenham Reside Abbey Roding LLP**

Barking and Dagenham Abbey Roding LLP is a partnership which is 99% owned by the Council. It provides 144 affordable rented properties in Abbey Road in Barking, at 80% of market rent.

### **TPFL Regeneration Ltd**

This was set up to build 477 new homes, which were completed in May 2014, that are now managed by Barking and Dagenham Reside Ltd.

### **Barking and Dagenham Trading Partnership Ltd**

This is the parent company of a group of five wholly owned subsidiaries summarised below, which was established to provide cleaning, catering and repairs and maintenance services. The group provides competitively priced services to the Council and to external entities with the aim of delivering dividends to the Council.

#### ***BD Management Services Ltd.***

It provides repairs and maintenance services to the Council through a mixture of management of the Council's own labour force and sub-contracting.

#### ***BD Service Delivery Ltd.***

At present it is a dormant company, with plans to deliver repairs and maintenance services to the Council and external clients.

#### ***BD Together Ltd.***

It provides catering, cleaning and data Services to Schools and private organisations within the Borough.

#### ***BD Corporate Cleaning Ltd.***

It provides cleaning services to the Council.

## NOTES TO THE ACCOUNTS

### ***Londoneast-UK Ltd.***

It provides serviced offices, facilities management and support services to businesses in the Borough.

### **Be First (Regeneration) Ltd**

Be First has the remit of accelerating the pace and scale of regeneration in the Borough, whilst delivering affordable housing and shaping inclusive, sustainable and healthy communities for the future.

### **Joint Venture**

### **Elevate East London LLP**

Established in 2010 as a partnership with Agilisys to provide core support services such as procurement, accounts payable & receivable and ICT to the council and others. The Council is entitled to up to 50% board representation, with unanimous consent required for decisions on reserved matters which amount to the 'relevant activities' of Elevate, as define by the Council's reporting framework. Profit sharing proportions are 50:50. These key factors support Elevate being treated as a joint venture for accounting purposes.

### **Directorships or Trusteeships**

A number of elected members are either Directors or Trustees of a number of bodies that deliver services to the community or work in partnership with the Council.

Below are details of payments made to and received from the related parties with which the Council had material transactions:

<b>Party</b>	<b>Income</b>	<b>Expenditure</b>	<b>Creditors</b>	<b>Debtors</b>	<b>Loans</b>
B&D Energy Ltd.					
Barking & Dagenham Citizen's Advice Bureau					
Barking & Dagenham Trading Partnership - Group					
BDSIP Ltd.					
Be First (Regeneration) Ltd.					
East London Waste Authority					
Elevate East London					
Local Government Association					
London Councils					
Reside - Group					

## NOTES TO THE ACCOUNTS

### 26. Capital Expenditure and Capital Financing

The total amount of capital expenditure incurred in the year is shown in the table below (including the value of assets acquired under finance leases and PFI/PP contracts - see notes 27 and 28), together with the resources that have been used to finance it. Where capital expenditure is to be financed in future years by charges to revenue as assets are used by the Council, the expenditure results in an increase in the Capital Financing Requirement (CFR), a measure of the capital expenditure incurred historically by the Council that has yet to be financed. The CFR is analysed in the second part of this note.

<b>Capital Financing Requirement</b>	<b>2017/18</b>	<b>2019/20</b>
	<b>£000</b>	<b>£000</b>
<b>Opening Capital Financing Requirement</b>	<b>674,534</b>	<b>742,629</b>
<b>Capital investment</b>		
- Property, Plant and Equipment	216,738	168,861
- Property Plant and Equipment - Finance Lease additions	0	0
- Property Plant and Equipment - PFI Additions	1,538	112
- Investment Properties	0	45,898
- Intangible Assets	3,668	0
- Heritage Assets	0	0
- Assets Held for Sale	0	10
- Revenue Expenditure Funded from Capital under Statute	1,830	7,643
<b>Sources of Finance</b>		
Capital receipts	(29,455)	(3,625)
Government grants and other contributions	(78,413)	(54,273)
Sums set aside from revenue:		
- Direct revenue contributions	(3,980)	(13,610)
- MRP/loans fund principal	(10,298)	(10,156)
Major Repairs Reserve	(33,534)	(15,556)
<b>Increase in Capital Financing Requirement</b>	<b>68,095</b>	<b>125,304</b>
<b>Closing Capital Financing Requirement</b>	<b>742,629</b>	<b>867,933</b>
<b>Explanation of Movements in Year</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£000</b>	<b>£000</b>
Increase in underlying need to borrow (unsupported by government financial	66,557	125,192
Assets acquired under finance leases	0	0
Assets acquired under PFI/PPP contracts (lifecycle costs)	1,538	112
<b>Increase in Capital Financing Requirement</b>	<b>68,095</b>	<b>125,304</b>

## NOTES TO THE ACCOUNTS

### 27. Leases

#### Council as Lessee

##### Finance Leases

The Council has acquired vehicles under finance leases. The Council has also entered into an arrangement with Reside Ltd to provide new social housing. Both the vehicles and the Reside homes are carried as Property, Plant and Equipment in the Balance Sheet at the following net amounts:

<b>Net Book Value of Assets acquired under a finance lease</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£000</b>	<b>£000</b>
Property, Plant and Equipment	126,803	<b>121,260</b>

The Council is committed to making minimum payments under these leases comprising settlement of the long-term liability for the interest in the assets acquired by the Council and finance costs that will be payable by the Council in future years while the liability remains outstanding.

The minimum lease payments are made up of the following amounts:

<b>Minimum Lease Payments</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£000</b>	<b>£000</b>
Finance Lease Liabilities (net present value of minimum lease payments)		
- Current	478	<b>465</b>
- Non-current	82,906	<b>82,441</b>
	<u>83,384</u>	<u><b>82,906</b></u>
Finance Costs Payable in Future Years	127,209	<b>121,798</b>
Minimum Lease Payments	<u>210,593</u>	<u><b>204,703</b></u>

The minimum lease payments will be payable over the following periods:

<b>Finance Lease Payment profile</b>	<b>Minimum Lease</b>		<b>Finance Lease</b>	
	<b>2018/19</b>	<b>2019/20</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Not later than one year	3,876	<b>3,802</b>	478	<b>465</b>
Later than one year and not later than five years	15,297	<b>15,118</b>	1,938	<b>1,995</b>
Later than five years	191,419	<b>185,783</b>	80,967	<b>80,446</b>
	<u>210,592</u>	<u><b>204,703</b></u>	<u>83,383</u>	<u><b>82,906</b></u>

##### Operating Leases

The Council has acquired property and IT equipment under operating leases. The future minimum lease payments due under non-cancellable leases in future years are:



## NOTES TO THE ACCOUNTS

Operating Lease Payment profile	2018/19 £000	2019/20 £000
Not later than one year	303	170
Later than one year and not later than five years	755	201
Later than five years	1,525	873
	2,583	1,245

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

### Operating Lease costs

	2018/19 £000	2019/20 £000
Operating Lease payments	4,592	1,640

**There were no contingent rents or sublease payments.**

### Council as Lessor

#### Operating Leases

The Council leases out property under operating leases for investment purposes. These assets are classed as investment properties within the Balance Sheet. The future minimum lease payments receivable under non-cancellable leases in future years are:

Future Minimum Lease Payments Receivable	2018/19 £000	2019/20 £000
Not later than one year	6,852	3,142
Later than one year and not later than five years	16,550	9,416
Later than five years	45,388	35,268
	68,790	47,826

## 28. Private Finance Initiatives and similar contracts

### a) PFI Schemes – Eastbury and Jo Richardson Schools

On 30 March 2004, the Council contracted with Bouygues (UK) Ltd to provide secondary school and community facilities for the Jo Richardson Community School at Castle Green Park and refurbishment works and services at Eastbury Comprehensive School under a Private Finance Initiative (PFI). The schools opened in September 2005 and provide the necessary suitable places to cater for steadily increasing pupil numbers in the Borough.

#### Changes in the arrangements during the year (Property, Plant and Equipment)

The assets used to provide services at the schools are recognised on the Council's Balance Sheet and movements in their value over the year are detailed in the analysis of the movement on the Property, Plant and Equipment balance in Note 8.

## NOTES TO THE ACCOUNTS

### Payments

The Council makes an agreed payment each year which is increased each year by inflation and can be reduced if the contractor fails to meet availability and performance standards in any year, but which is otherwise fixed. Payments remaining to be made under the PFI contract at 31 March 2020 (excluding any estimation of inflation and availability/ performance deductions) are as follows:

	Total	Payment for	Reimbursement of Capital	Interest	Total
	2018/19	Services	Expenditure		2019/20
	£000	£000	£000	£000	£000
Payable within one year	6,261	1,821	1,115	3,325	6,261
Payable within two to five years	25,044	7,752	5,737	11,555	25,044
Payable within six to ten years	31,305	10,832	11,211	9,263	31,305
Payable within eleven to fifteen years	12,522	779	1,999	3,483	6,261
<b>Total</b>	<b>75,132</b>	<b>21,185</b>	<b>20,061</b>	<b>27,625</b>	<b>68,872</b>

Although the payments made to the contractor are described as unitary payments, they have been calculated to compensate the contractor for the fair value of the services they provide, the capital expenditure incurred and interest payable.

The liability outstanding to pay the liability to the contractor for capital expenditure incurred is as follows:

<b>Contractor Liability</b>	2018/19	2019/20
	£000	£000
Balance outstanding at 1 April	21,987	21,072
Payments during the year	(915)	(1,010)
<b>Balance outstanding at 31 March</b>	<b>21,072</b>	<b>20,062</b>

### b) PFI Scheme – Dagenham Park School

On 28th October 2010, the Council signed an agreement for the Local Educational partnership (LEP) to deliver two new school buildings and ICT provision at Dagenham Park and Sydney Russell School. Dagenham Park School is a PFI scheme. The school opened on the 9th March 2012 and the contract will be in place for 25 years, after which time the school will be owned by the Council.

### Changes in the arrangements during the year (Property Plant and Equipment)

The assets used to provide services at the schools are recognised on the Authority's Balance Sheet. Movements in their value over the year are detailed in the analysis of the movement on the Property, Plant and Equipment balance in Note 8.

### Payments

The Council makes an agreed payment each year which is increased each year by inflation and can be reduced if the contractor fails to meet availability and performance standards in any year, but which is otherwise fixed. Payments remaining to be made under the PFI contract at 31 March 2020 (excluding any estimation of inflation and availability/ performance deductions) are as follows:

## NOTES TO THE ACCOUNTS

	Total 2018/19 £000	Payment for Services £000	Capital Expenditure £000	Interest £000	Total 2019/20 £000
Payable within one year	4,193	579	982	2,632	<b>4,193</b>
Payable within two to five years	16,774	2,317	4,529	9,928	<b>16,774</b>
Payable within six to ten years	20,968	2,896	7,666	10,405	<b>20,967</b>
Payable within eleven to fifteen years	20,967	2,896	10,960	7,111	<b>20,967</b>
Payable within sixteen to twenty years	12,580	1,159	5,746	1,483	<b>8,387</b>
<b>Total</b>	<b>75,482</b>	<b>9,847</b>	<b>29,882</b>	<b>31,559</b>	<b>71,289</b>

Although the payments made to the contractor are described as unitary payments, they have been calculated to compensate the contractor for the fair value of the services they provide, the capital expenditure incurred and interest payable whilst the capital expenditure remains to be reimbursed. The liability outstanding to pay to the contractor for capital expenditure incurred is as follows:

<b>Contractor Liability</b>	2018/19 £000	2019/20 £000
Balance outstanding at 1 April	27,420	<b>26,635</b>
Payments during the year	(881)	<b>(937)</b>
Capital expenditure incurred in the year	96	<b>112</b>
<b>Balance outstanding at 31 March</b>	<b>26,635</b>	<b>25,810</b>

### 29. Pensions Schemes accounted for as Defined Contribution Schemes

The Council employs teachers and public health staff who are members of the Teachers' Pension Scheme (administered by the Department for Education) and the NHS Pension Scheme respectively. These schemes provide specified benefits upon retirement, and the authority contributes towards the costs by making contributions based on a percentage of members' pensionable salaries.

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

In 2019/20, the Council paid £16.6m to Teachers' Pensions in respect of teachers' retirement benefits, representing 16.4%, up to September 2019, and 23.7% onwards of pensionable pay. The figures for 2018/19 were £12.8m and 16.4% respectively. There were no contributions remaining payable at the year-end. For NHS staff in 2019/20 the figures were £0.1m and 16.9% (14.3% plus an additional amount that is invoiced of 2.5%). In 2018/19 the figures were £0.1m and 14.3% respectively.

It is expected the Council will pay around £18.9m for 2020/21 in respect of teachers' retirement benefits.

The Council is responsible for the costs of any additional benefits awarded upon early retirement outside of the terms of the teachers' scheme. These costs are accounted for on a defined benefit basis and detailed in Note 30.

### 30. Defined Benefit Pension Schemes

#### Participation in Pension Schemes

As part of the terms and conditions of employment of its officers, the Council makes contributions towards the cost of post-employment benefits. Although these benefits will not actually be payable until employees retire, the Council has a commitment to make the payments (for those benefits) and to disclose at the time that employees earn their future entitlement. In 2019/20 the Council participated in two post-employment schemes:

- The Local Government Pension Scheme (LGPS), administered by the Council: this is a funded defined benefit final salary scheme, meaning that the Council and employees pay contributions into a fund, calculated at a level intended to balance the pensions liabilities with investment assets.
- Arrangements for the award of discretionary post-retirement benefits upon early retirement: this is an unfunded defined benefit arrangement, under which liabilities are recognised when awards are made. However, there are no investment assets built up to meet these pensions liabilities, and cash has to be generated to meet actual pensions payments as they eventually fall due. There have been no new awards during the year.
- The pension scheme is operated under the regulatory framework for the LGPS and the governance of the scheme is the responsibility of the Pension Panel of the Council. Policy is determined in accordance with the Pensions Fund Regulations. The investment managers of the fund are appointed by the Pension Panel.
- The principal risks to the authority of the scheme are the longevity assumptions, statutory changes to the scheme, structural changes to the scheme (i.e. large-scale withdrawals from the scheme), changes to inflation, bond yields and the performance of the equity investments held by the scheme. These are mitigated to a certain extent by the statutory requirements to charge to the General Fund and Housing Revenue Account the amounts required by statute as described in the accounting policies note.

\* From 1 April 2014 the defined benefit final salary scheme ceased and was replaced with a defined benefit career average scheme.

#### Discretionary Post-retirement Benefits

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

#### Transaction Relating to Post-Employment Benefits

The Council recognises the cost of retirement benefits in the reported cost of services when they are earned by employees, rather than when the benefits are eventually paid as pensions. However, the charge that is required to be made against Council Tax is based on the cash payable in the year, so the real cost of post-employment/retirement benefit is reversed out of the General Fund and Housing Revenue Account via the Movement in Reserves Statement.

## NOTES TO THE ACCOUNTS

### LGPS Relating to the Subsidiaries

The Council has TUPE transferred staff to a number of wholly owned companies, including Be First, BSSIP, BD Corporate Cleaning Ltd, BD Together Ltd and BD Management Services Ltd. Passthrough pension arrangements have been agreed for all of these companies. Passthrough is achieved because the Council substantially retains pension risk under the arrangements, as a result it is appropriate for the Council to report each of the contracting companies' share of the pension assets/liabilities under IAS19.

The passthrough arrangement effectively mean that, for the purposes of the administration and valuation of the Scheme and the calculation of any payments due to or from the Fund under this Admission Agreement and the 2013 Regulations, all liabilities of the Fund in respect of the Eligible Employees will continue to be treated as liabilities which are attributable to the Council, and the corresponding assets held within the Fund which relate to those liabilities will continue to be treated as allocated to the Council's notional sub-fund within the Fund on and from the Commencement Date.

Each wholly owned company is only responsible to make contributions during their contractual terms. At the end of each contract term the obligations in relation to these pension schemes will cease and will transfer to the Council or new contracting party. As a result the Council has reported each of the wholly owned companies share of the pension assets and liabilities within its accounts and the Council retains responsibility for meeting these obligations. The wholly owned companies will account for contributions through charging these to the profit and loss account in the period to which they relate.

The following transactions have been made in the Comprehensive Income and Expenditure Statement and the General Fund Balance via the Movement in Reserves Statement during the year:

	<b>LGPS</b>	
	2018/19	2019/20
	£'000	£'000
<b>Comprehensive Income and Expenditure Statement</b>		
<b>Cost of Services:</b>		
Current Service Cost	(42,539)	<b>(50,252)</b>
Past Service Costs (including curtailments)	(6,858)	<b>(239)</b>
Interest Income on scheme assets	19,817	<b>19,109</b>
Interest cost on defined benefit obligation	(32,013)	<b>(32,319)</b>
<b>Total Post-Employment Benefits charged to the Surplus or Deficit on the provision of services</b>	<b>(61,593)</b>	<b>(63,701)</b>
<b>Remeasurement of the net defined benefit liability:</b>		
Change in demographic assumptions	0	41,050
Change in financial assumptions	(98,918)	107,750
Other experience	(392)	76,830
Return on assets excluding amounts included in net interest	37,150	(85,292)
<b>Total Post-Employment Benefits charged to the Comprehensive Income and Expenditure Statement</b>	<b>(62,160)</b>	<b>140,338</b>
<b>Movement in Reserve Statement:</b>		
Reversal of net charges made to the Surplus or Deficit on the provision of services for post-employment benefits in accordance with the code	61,593	63,701
Employer's contributions payable to scheme	(28,524)	(28,749)

## NOTES TO THE ACCOUNTS

### Assets and Liabilities in Relation to Post-Employment Benefits

Reconciliation of present value of the scheme liabilities (defined benefit obligation) and fair value of the scheme (plan):

	<b>LGPS</b>	
	<b>2018/19</b>	<b>2019/20</b>
	<b>£'000</b>	<b>£'000</b>
<b><u>Scheme Liabilities</u></b>		
<b>Opening balance at 1 April</b>	<b>1,175,173</b>	<b>1,332,492</b>
Current Service Cost	42,539	50,252
Interest Cost	32,013	32,319
Contributions by scheme participants	7,304	7,349
Actuarial (gains)/losses	99,310	(225,630)
Benefits paid	(29,002)	(33,267)
Discretionary Benefits	(1,703)	(1,745)
Past Service Cost including curtailments	6,858	239
Business Contribution	0	0
Curtailments	0	0
Settlements	0	0
<b>Closing Balance at 31 March</b>	<b>1,332,492</b>	<b>1,162,009</b>
	<b>2018/19</b>	<b>2019/20</b>
	<b>£'000</b>	<b>£'000</b>
<b><u>Scheme Assets</u></b>		
<b>Opening balance at 1 April</b>	<b>731,933</b>	<b>794,023</b>
Interest Income	19,817	19,109
Return on assets excluding amounts included in net interest gain/(loss)	37,150	(85,292)
Employer contributions	26,821	27,004
Contributions by scheme participants	7,304	7,349
Benefits paid	(29,002)	(33,267)
Unfunded benefits paid	(1,703)	(1,745)
Contributions in respect of unfunded benefits	1,703	1,745
Curtailments		
Settlements		
<b>Closing Balance at 31 March</b>	<b>794,023</b>	<b>728,926</b>
<b>Pensions Assets and Liabilities Recognised in the Balance Sheet</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£'000</b>	<b>£'000</b>
<b>Local Government Pension Scheme</b>		
Fair value of plan assets	794,023	728,926
Present value of the defined benefit obligation	(1,332,492)	(1,162,009)
<b>Net liability arising from defined benefit obligation</b>	<b>(538,469)</b>	<b>(433,083)</b>

The liability shows the underlying commitments that the Council has in the long run to pay post-employment (retirement) benefits. However, statutory arrangements for funding the deficit mean that the financial position of the Council remains healthy:

- the deficit on the local government scheme will be made good by increased contributions over the remaining working life of employees (i.e. Before payments fall due), as assessed by the scheme actuary;

## NOTES TO THE ACCOUNTS

- finance is only required to be raised to cover discretionary benefits when the pensions are actually paid.

It is important to recognise that the IAS19 valuation is based on the assumptions that are set as part of the accounting standard and do not reflect the funding strategy of the fund nor the payments made for the employers in 2019/20.

The more important Triennial Valuation is the statutory basis for assessing the Fund's liabilities and for setting the employer's contribution rate. The last triennial valuation took place in March 2016, (effective from 1 April 2017), showed a funding level of 77.2% for the whole fund. The pension fund investment strategy is seeking a fully funded position within 15 years. This long-term strategy allows for short-term market volatility.

A triennial valuation took place in 2019, showing an improved funding level of 90.0% for the Whole Fund. This is effective from 1 April 2020.

The actuarial process involves sophisticated modelling techniques that look far ahead at the level and flow of pensions out of the Fund and the performance of its assets and contributions from employees and the Council. The IAS19 valuation, however, is a far more basic approach and only refers to a specific point in time.

### Basis for Estimating Assets and Liabilities

Liabilities have been assessed on an actuarial basis using the projected unit credit method, an estimate of the pensions that will be payable in future years dependent on assumptions about mortality rates, salary levels, etc. Both the LGPS and Discretionary Benefits liabilities have been assessed by Hymans Robertson LLP, an independent firm of Actuaries, estimates for the Pension Fund being based on the latest full valuation of the scheme as at 31 March 2019.

The significant assumptions used by the actuary have been:

	<b>LGPS</b>	
	<b>2018/19</b>	<b>2019/20</b>
<b>Mortality Assumptions:</b>		
Longevity at 65 for current pensioners:		
• Men	22.0 yrs	<b>21.3 yrs</b>
• Women	24.7 yrs	<b>23.4 yrs</b>
Longevity at 65 for future pensioners		
• Men	24.0 yrs	<b>22.3 yrs</b>
• Women	26.4 yrs	<b>24.9 yrs</b>
<b>Actuarial Assumptions:</b>		
Rate of Increase in Salaries	3.0%	<b>2.6%</b>
Rate of Increase in Pensions	2.5%	<b>1.9%</b>
Rate of Discounting Scheme Liabilities	2.4%	<b>2.3%</b>

### Sensitivity Analysis

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below:

	<b>Approximate % increase to Employer Liability</b>	<b>Appropriate monetary amount (£000)</b>
<b>Change in assumptions at year ended 31 March 2020</b>		
0.5% Decrease in Real Discount Rate	10%	112,020
0.5% Increase in the Salary Increase Rate	1%	8,871
0.5% Increase in the Pension Increase Rate	9%	102,357



## NOTES TO THE ACCOUNTS

### Notes:

In order to quantify the impact of a change in the financial assumptions used, we have calculated and compared the value of the scheme liabilities as at 31 March 2020 on varying bases. The approach taken is consistent with that adopted to derive the IAS19 figures provided in this report.

The principal demographic assumption is the longevity assumption (i.e. member life expectancy). For sensitivity purposes, we estimate that a one-year increase in life expectancy would approximately increase the Employer's Defined Benefit Obligation by around 3-5%. In practice the actual cost of a one-year increase in life expectancy will depend on the structure of the revised assumption (i.e. if improvements to survival rates predominantly apply at younger or older ages).

Please note the above figures have been derived based on the membership profile of the Employer as at the date of the most recent actuarial valuation.

### Local Government Pension Scheme assets comprised:

	2018/19 £'000	2019/20 £'000
<b>Equity Securities (Quoted prices in active market)</b>	439,919	<b>403,854</b>
<b>Bonds</b>	28,578	<b>26,235</b>
<b>UK Property</b>	50,241	<b>46,122</b>
<b>Investment Funds and Unit Trusts</b>		
Hedge Funds	24,485	22,478
Infrastructure	52,927	48,588
Other	187,603	172,221
<b>Sub-total</b>	265,015	<b>243,287</b>
<b>Cash and Cash Equivalents</b>		
Cash	10,270	<b>9,428</b>
<b>Total Assets</b>	794,023	<b>728,926</b>

### Impact on the Council's Cash Flows

The objectives of the scheme are to keep employers' contribution at as constant a rate as possible. The Council has agreed a strategy with the scheme's actuary to achieve a funding level of 100% over the next 15 years. Funding levels are reviewed on an annual basis.

The total contributions expected to be made to the Local Government Pension Scheme by the Council in the year to 31 March 2021 is estimated to be £23.470m.

### 31. Accounting standards that have been issued but have not yet been adopted

At the balance sheet date, the following new standards and amendments to existing standards have been published but not yet adopted by the Code of Practice of Local Authority Accounting in the United Kingdom:

## NOTES TO THE ACCOUNTS

- IFRS 16 Leases will require local authorities that are lessees to recognise most leases on their balance sheets as right-of-use assets with corresponding lease liabilities (there is recognition for low-value and short-term leases). CIPFA/LASAAC have deferred implementation of IFRS16 for local government to 1 April 2021. The Council is still assessing the impact.
- IAS28 Investments in Associates and Joint Ventures - this amendment clarifies that the exclusion in IFRS9 Financial Instruments, relating to the impairment of long-term interests in associates and joint ventures, applies only to interests that a company accounts for using the equity method. This is not expected to have a material impact on the Council.
- IAS19 Employee Benefits - if a plan amendment, curtailment or settlement occurs it will be mandatory that the current service cost and the net interest for the period after the re-measurement are determined using the assumptions used for the re-measurement. In addition, the amendment has clarified requirements regarding the asset ceiling. The Council is assessing the impact.

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

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

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

The Council's group boundaries have been assessed using the criteria outlined in the Code of Practice. There is a number of interests which fall within the group boundary on the grounds of control and significant influence. As a result, the Council has produced a set of Group Accounts. The Council continues to disclose the relationships and transactions with the entities in the Related Parties note.

### **33. Assumptions Made About the Future and Other Major Sources of Estimation Uncertainty**

The Statement of Accounts contains estimated figures that are based on assumptions made by the Council about the future or that are otherwise uncertain. Estimates are made taking into account historical experience, current trends and other relevant factors. However, because balances cannot be determined with certainty, actual results could be materially different from the assumptions and estimates.

The item in the Council's Balance Sheet at 31 March 2020 for which there is a significant risk of material adjustment in the forthcoming financial year is as follows:

## NOTES TO THE ACCOUNTS

Item	Uncertainties	Effect if actual results differ from assumptions
Property, Plant and Equipment (PPE)	<p>Non-current asset valuations are a significant estimate included on the Council's balance sheet and are subject to market uncertainties and various assumptions, based on the professional judgement of experts. These valuations are carried out by qualified external valuers, with all material assets subject to valuation valued as at the balance sheet date and other assets valued over a 5 year rolling programme.</p> <p>Assets are depreciated over useful lives that are dependent on assumptions about the level of repairs and maintenance that will be incurred in relation to individual assets. The current economic climate makes it uncertain that the authority will be able to sustain its current spending on repairs and maintenance, bringing into doubt the useful lives assigned to assets. Useful lives are regularly reviewed by the external valuers as part of the valuation process.</p>	<p>Any increase/decrease in valuation will either increase/decrease the level of the Revaluation Reserve, and the amount shown under Other Comprehensive Income and Expenditure or will affect the Net Cost of Services. There is no impact on usable reserves from valuation adjustments as these are reversed in line with statutory guidance.</p> <p>If the useful life of assets is reduced, depreciation increases and the carrying amount of the assets falls. There is no impact on usable reserves from depreciation.</p>
Investment Properties	<p>Investment properties are measured at Fair Value under IFRS13 as at 31<sup>st</sup> March annually by qualified external valuers, using valuation techniques to determine the fair value.</p> <p>This involves developing estimates and assumptions consistent with how market participants would price the property. The valuers base their assumptions on observable data as far as possible, or the best information available. Changes in assumptions and professional judgements used could affect the fair value of investment properties.</p>	<p>Estimated fair values may differ from the actual prices that could be achieved in an arm's length transaction at the reporting date. Any movements in the fair value of investment properties affect the balance sheet value of the asset and are also charged through Financing and Investment Income and Expenditure, but with no impact on usable reserves.</p>
Pensions Liability	<p>Adjustments would be required to the assumptions regarding employers' contribution rates if the amendment was deemed material. The effect on the net pension liability of changes in individual assumptions can be measured.</p>	<p>For instance, a decrease of 0.5% in the real discount rate assumption would result in an increase in the pension liability of £112.0m. A 0.5% increase in the in salary rate would increase the pension liability by £8.9m and an increase in pension (CPI) of 0.5% would increase the pension liability by £102.4m.</p>

### 34. Events after the Reporting Period

Since 31 March 2019, the Council and group companies have continued with the implementation of their business plans. The outturn for 2019-20 did not show a significant deviation from plans in budgetary terms other than the reported overspend. The most significant area of capital expenditure is the Investment Strategy Programme, which spent £119.2m in 2019-20 (mostly funded from borrowing as planned) and is now progressing in 2020/21.

The presence of the Covid-19 pandemic has caused significant strain on the economy and stringent measures to be taken to subdue the outbreak by policy-makers. We are unable to forecast the financial consequence of this pandemic, as it cannot be quantified at this time. We have however produced scenarios to help us plan ahead.

The valuation of land, buildings, housing dwellings and investment property assets will be difficult in 2020. Initial valuations for 31st March 2020 provided by the Council's valuer show reductions in

## NOTES TO THE ACCOUNTS

value of 4% (£53.8m) for Council Dwellings and an increase of 6% (£3.8m) for Investment Properties. While these draft movements in value will include some amounts which are not due to changes in market conditions they reflect the general trend in valuations to 31st March 2020.

Given the uncertain economic situation, the valuers have reported a material uncertainty statement to the valuation report, however, the Council has no plans to dispose of assets in the short term and expects valuations to rise in the medium to long term. There is no indication of impairment in the carrying value of investments in subsidiaries, or credit impairment on the loans to subsidiaries, given the long term nature of the business plans.

The draft actuarial assessment of the net pension liability as at 31 March 2020 is that there has been a reduction from £538m to £433m. This is due to change in the actuarial assumptions reflecting the triennial review in 2019.

### **35. Basis of Preparation**

The Covid-19 pandemic has resulted in increased costs to the Council from March 2020 in responding to the crisis. There have also been reductions in income collected from fees and charges and expected reductions in commercial rent as the country was required to lockdown and businesses were closed. The impact in 2020/21 has been modelled. The cost to the council of the COVID-19 pandemic response at the time of writing is £41.3m in 2020/21. Government emergency grant funding of £12.1m has been received leaving a residual cost pressure to the council of £29.2m. If Council Tax and Business Rates income losses of £13.0m are excluded the pressure reduces to £16.2m (Council Tax and Business Rates losses are accounted for within the Collection Fund where deficits are accounted for in future financial years). The Council can manage this cost pressure of £16.2m by utilising reserve balances. This will provide sufficient headroom to enable the Council to fund its operations over the next two years based on the modelling of the financial impact of Covid-19 on the Council's reduced income and additional spending and therefore the use of the going concern principle is considered applicable.

## NOTES TO THE ACCOUNTS

### 36. Statement of Accounting Policies

#### i. General Principles

The Statement of Accounts provides a true and fair view of the Council's transactions for the 2019/20 financial year and its financial position at the year end of 31 March 2020. The Council is required to prepare an annual Statement of Accounts by the Accounts and Audit Regulations 2015 which require the accounts to be prepared in accordance with proper accounting practices. These practices comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2019/20, supported by International Financial Reporting Standards (IFRS).

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

#### ii. Accruals of Income and Expenditure

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

- Revenue from the sale of goods is recognised when the Council transfers the significant rewards and risks of ownership to the purchaser and it is probable that economic benefits or service potential associated with the transaction will flow to the Council;
- Revenue from the provision of services is recognised when the Council can measure reliably the percentage of completion of the transaction and it is probable that economic benefits or service potential associated with the transaction will flow to the Council;
- Supplies are recorded as expenditure when they are consumed - where there is a gap between the date supplies are received and their consumption, they are carried as inventories on the Balance Sheet;
- Expenses in relation to services received (including services provided by employees) are recorded as expenditure when the services are received rather than when payments are made;
- Interest receivable on investments and payable on borrowings is accounted for respectively as income and expenditure on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract;
- Where revenue and expenditure have been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet;
- Where debts may not be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected; and

The above policies are applied in an appropriate manner to avoid material misstatement in the financial statements. For the financial year in question, a de minimis of £10,000 was applied to both debtors and creditors.

#### iii. Cash and Cash Equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature within three months or less from the date of acquisition and that are readily convertible to

## NOTES TO THE ACCOUNTS

known amounts of cash with insignificant risk of change in value.

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

### **iv. Exceptional Items**

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

### **v. Prior Period Adjustments, changes in Accounting Policies and Estimates and Errors**

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

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

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

### **vi. Charges to Revenue for Non-Current Assets**

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

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

The Council is not required to raise Council Tax to fund depreciation, revaluation and impairment losses or amortisations. However, it is required to make an annual contribution from revenue towards the reduction in its overall borrowing requirement. Minimum Revenue Provision (MRP) is equal to an amount calculated on a prudent basis determined by the Council in accordance with statutory guidance. Depreciation, revaluation and impairment losses, and amortisations are therefore replaced by the MRP contribution in the General Fund Balance. This is done by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement for the difference between the two (MRP is one amount, with depreciation, revaluation and impairment losses, or amortisations being the other amount).

### **vii. Council Tax and Business Rates**

The Council acts as agent, collecting Council Tax and Business Rates on behalf of the preceptors and, as principal, collecting Council Tax and Business Rates for itself. The Council is required by statute to maintain a separate fund (ie the Collection Fund) for the collection and distribution of



## NOTES TO THE ACCOUNTS

amounts due in respect of Council Tax and Business Rates. Under the legislative framework for the Collection Fund, the Council, major preceptors and central government share proportionately the risks and rewards that the amount of Council Tax and Business Rates collected could be less or more than predicated.

### **viii. Accounting for Council Tax and Business Rates**

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

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

Where debtor balances for the above are identified as impaired because of a likelihood arising from a past event that payments due under the statutory arrangements will not be made (fixed or determinable payments), the asset is written down and a charge made to the Financing and Investment Income and Expenditure line in the CIES. The impairment loss is measured as the difference between the carrying amount and the revised future cash flows.

### **ix. Employee benefits**

#### **a) Benefits Payable During Employment**

Short-term employee benefits are those due to be settled wholly within 12 months of the year-end. They include such benefits as wages and salaries, paid annual leave and paid sick leave, bonuses and any non-monetary benefits for current employees and are recognised as an expense for services in the year in which employees render services to the Council.

An accrual is made for the cost of annual leave entitlements earned by employees but not taken before the year-end which employees can carry forward into the next financial year. The accrual is made at the wage and salary rates applicable in the following accounting year, being the period in which the employee takes the benefit. The accrual is charged to Surplus or Deficit on the Provision of Services, but then reversed out through the Movement in Reserves Statement so that annual leave entitlements are charged to revenue in the financial year in which the absence occurs.

#### **b) Termination Benefits**

Termination benefits are amounts payable as a result of a decision by the Council to terminate an officer's employment before the normal retirement date or an officer's decision to accept voluntary redundancy in exchange for those benefits and are charged on an accruals basis to the relevant service, or where applicable, to the Non-Distributed Costs line in the Comprehensive Income and Expenditure Statement at the earlier of when the Council can no longer withdraw the offer of those benefits or when the Council recognises costs for a restructure.

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

## NOTES TO THE ACCOUNTS

### c) Post Employment Benefits – Teachers’ and NHS Pensions

Employees of the Council are members of three separate pension schemes:

- The Teachers’ Pension Scheme, administered by Capita Teachers’ Pensions on behalf of the Department for Education (DfE);
- The NHS Pension Scheme, administered by NHS Pensions and
- The Local Government Pensions Scheme, administered by LBBD Pension Fund.

All schemes provided defined benefits to members, earned as employees of the Council.

The arrangements for the Teachers’ and NHS Pension Schemes mean that liabilities for these benefits cannot ordinarily be identified specifically to the Council. The schemes are therefore accounted for as if they had been a defined contribution scheme and no liability for future payments of benefits is recognised in the Balance Sheet. The Children’s and Education Services line in the Comprehensive Income and Expenditure Statement was charged with the employer contributions payable to Teachers’ Pensions in the year, while NHS pension contributions are included in the Public Health line.

### d) The Local Government Pension Scheme

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

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

Liabilities are measured on an actuarial basis discounted to present value, using the projected unit method. The discount rate to be used is determined in reference to market yields at balance sheet date of high quality corporate bonds.

The assets of London Borough of Barking and Dagenham pension fund attributable to the Council are included in the Balance Sheet at their fair value:

- quoted securities - current bid price;
- unquoted securities - professional estimate;
- unitised securities - current bid price;
- property - market value; and
- limited partnerships - fair value on net asset value.

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

Service costs 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 arising from decisions taken in the current year but whose financial effect is derived from years of service earned in earlier years;
- net interest on the net defined benefit liability (asset), ie net interest expense for the Council – the change during the period in the net defined benefit liability (asset) that arises from the passage of time charged to the Financing and Investment Income and Expenditure line of the Comprehensive Income and Expenditure Statement – this is calculated by applying the discount rate used to measure the defined benefit obligation at the beginning of the period



## NOTES TO THE ACCOUNTS

to the net defined benefit liability (asset) at the beginning of the period – taking into account any changes in the net defined benefit liability (asset) during the period as a result of contribution and benefit payments.

Re-measurements comprising:

- the return on plan assets – excluding amounts included in net interest on the net defined benefit liability (asset) – charged to the Pensions Reserve as Other Comprehensive Income and Expenditure;
- actuarial gains and losses – changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions – charged to the Pensions Reserve as Other Comprehensive Income and Expenditure

In relation to retirement benefits, statutory provisions require the General Fund balance to be charged with the amount payable by the Council to the Pension Fund or directly to pensioners in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, this means that there are transfers to and from the Pensions Reserve to remove the notional debits and credits for retirement benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the 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.

### **e) Discretionary Benefits**

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

### **x. Events after the Reporting Date**

Events after the Balance Sheet date are those events, both favourable and unfavourable, that occur between the end of the reporting period and the date when the Statement of Accounts is authorised for issue. There are two types of events, adjusting and non-adjusting:

- Where the event is supported by evidence of conditions that existed at the end of the reporting period the Statement of Accounts is adjusted to reflect the impact of the event; and
- Where the event is supported by evidence of conditions that arose after the reporting period the Statement of Accounts is not adjusted, but where the impact of the event is material the nature of the event is disclosed in a separate note setting out the nature of the event and the estimated financial impact.

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

### **xi. Financial Instruments**

#### **Financial Liabilities**

Financial liabilities are initially measured at fair value and subsequently measured at amortised cost. For the Council's borrowing this means that the amount presented in the Balance Sheet is the outstanding principal repayable (plus accrued interest).

## NOTES TO THE ACCOUNTS

Annual charges to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement are based on the carrying amount of the liability, multiplied by the effective rate of interest for the instrument.

The Council's loan portfolio at year end consisted of Public Works Loan Board (PWLB), market debt and temporary borrowing. Other types of financial liabilities the Council has include service concession arrangements (PFI Schemes), finance leases and trade payables (creditors).

### Financial Assets

Financial assets are classified into one of three categories:

- 1) Financial assets held at amortised cost. These represent loans and loan-type arrangements where repayments or interest and principal take place on set dates and at specified amounts. The amount presented in the Balance Sheet represents the outstanding principal received plus accrued interest. Interest credited to the CIES is the amount receivable as per the loan agreement.
- 2) Fair Value Through Other Comprehensive Income (FVOCI) – These assets are measured and carried at fair value. All gains and losses due to changes in fair value (both realised and unrealised) are accounted for through a reserve account, with the balance debited or credited to the CIES when the asset is disposed of.
- 3) Fair Value Through Profit and Loss (FVTPL). These assets are measured and carried at fair value. All gains and losses due to changes in fair value (both realised and unrealised) are recognised in the CIES as they occur.

### Expected Credit Loss Model (ECL)

The ECL implications for those financial assets not treated as fair value are minimal for the majority of the treasury investment as the Council adopts strict credit quality arrangements in accordance with the CIFPA Treasury Management Code of Practice. In addition to the day to day treasury investments the Council also has outstanding loan agreements with a number of third parties, including a number of its wholly owned subsidiaries.

Changes in the value of assets carried at fair value are debited/credited to the Financing and Investment Income and Expenditure line in the CIES as they arise.

### xii. Government Grants and contributions

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

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

Amounts recognised as due to the Council are not credited to the Comprehensive Income and Expenditure Statement until conditions attached to the grant or contribution have been satisfied.

Conditions are stipulations that specify that the future economic benefits or service potential embodied in the asset in the form of the grant or contribution are required to be consumed by the recipient as specified, or future economic benefits or service potential must be returned to the transferor.

## NOTES TO THE ACCOUNTS

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

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

### **xiii. Community Infrastructure Levy**

The Council has elected to charge a Community Infrastructure Levy (CIL). The levy will be charged on new builds (chargeable developments for the Council) with appropriate planning consent. The Council charges for and collects the levy, which is a planning charge. The income from the levy will be used to fund a number of infrastructure projects (these include transport, flood defences and schools) to support the development of the area.

CIL is received without outstanding conditions; it is therefore recognised at the commencement date of the chargeable development in the Comprehensive income and Expenditure Statement in accordance with the accounting policy for government grants and contributions set out above. CIL charges will be largely used to fund capital expenditure. However, a small proportion of the charges may be used to fund revenue expenditure.

### **xiv. Interest in Companies and Other Entities**

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

### **xv. Investment Properties**

Investment properties are those that are used solely to earn rentals (to generate a minimum yield of 6% in accordance with the Council's Standing Orders) and/or for capital appreciation. The definition is not met if the property is used in any way to facilitate the delivery of services or production of goods (operational assets) or is held for sale (assets for disposal).

Investment properties are measured initially at cost and subsequently at fair value, being the price that would be received to sell such an asset in an orderly transaction between market participants at the measurement date. As a non-financial asset, investment properties are measured at highest and best use. Properties are not depreciated but are re-valued annually according to market conditions at the year-end. Gains and losses on revaluation are posted to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. The same treatment is applied to gains and losses on disposal.

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

## NOTES TO THE ACCOUNTS

proceeds greater than £10,000) the Capital Receipts Reserve.

### **xvi. Leases**

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

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

### **The Council as Lessee**

#### **Finance Leases**

Property, plant and equipment held under finance leases is recognised on the Balance Sheet at the commencement of the lease at its fair value measured at the lease's inception (or the present value of the minimum lease payments, if lower). The asset recognised is matched by a liability for the obligation to pay the lessor. Initial direct costs of the Council are added to the carrying amount of the asset. Premiums paid on entry into a lease are applied to writing down the lease liability. Contingent rents are charged as expenses in the periods in which they are incurred. Lease payments are apportioned between:

- a charge for the acquisition of the interest in the property, plant or equipment - applied to write down the lease liability; and
- a finance charge - debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement.

Property, Plant and Equipment recognised under finance leases is accounted for using the policies applied generally to such assets, subject to depreciation being charged over the lease term if this is shorter than the asset's estimated useful life (where ownership of the asset does not transfer to the Council at the end of the lease period).

The Council is not required to raise Council Tax to cover depreciation or revaluation and impairment losses arising on leased assets. Instead, a prudent annual contribution is made from revenue funds towards the deemed capital investment in accordance with statutory requirements. Depreciation, revaluation and impairment losses are therefore substituted by a revenue contribution in the General Fund Balance, by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement for the difference between the two (MRP is one amount, with depreciation, revaluation and impairment losses, or amortisations being the other amount).

#### **Operating Leases**

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

### **The Council as Lessor**

#### **Finance Leases**

Where the Council grants a finance lease over a property or an item of plant or equipment, the relevant asset is written out of the Balance Sheet as a disposal. At the start of the lease, the carrying amount of the asset in the Balance Sheet (whether Property, Plant and Equipment or

## NOTES TO THE ACCOUNTS

Assets Held for Sale) is written off to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal. A gain, representing the Council's net investment in the lease, is credited to the same line in the Comprehensive Income and Expenditure Statement also as part of the gain or loss on disposal (i.e. netted off against the carrying value of the asset at the time of disposal), matched by a lease (long-term debtor) asset in the Balance Sheet.

Lease rentals receivable are apportioned between:

- a charge for the acquisition of the interest in the property – applied to write down the lease debtor (together with any premiums received); and
- finance income - credited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement.

The gain credited to the Comprehensive Income and Expenditure Statement on disposal is not permitted by statute to increase the General Fund Balance and is required to be treated as a capital receipt. Where a premium has been received, this is posted out of the General Fund Balance to the Capital Receipts Reserve in the Movement in Reserves Statement. Where the amount due in relation to the lease asset is to be settled by the payment of rentals in future financial years, this is posted out of the General Fund Balance to the Deferred Capital Receipts Reserve in the Movement in Reserves Statement. When the future rentals are received, the element for the capital receipt for the disposal of the asset is used to write down the lease debtor. At this point, the deferred capital receipts are transferred to the Capital Receipts Reserve.

The written-off value of disposals is not a charge against Council Tax, as the cost of fixed assets is fully provided for under separate arrangements for capital financing. Amounts are therefore appropriated to the Capital Adjustment Account from the General Fund Balance in the Movement in Reserves Statement.

### **Operating Leases**

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

### **xvii. Overheads and Support Services**

The costs of overheads and support services are charged to those that benefit from the supply or service in accordance with the costing principles of the CIPFA Service Reporting Code of Practice 2019/20 (SeRCOP). The total absorption costing principle is used – the full cost of overheads and support services are shared between users in proportion to the benefits received.

### **xviii. Property, Plant and Equipment**

Assets that have physical substance and are held for use in the production or supply of goods or services, for rental to others, or for administrative purposes and that are expected to be used during more than one financial year are classified as Property, Plant and Equipment. It should be noted that Voluntary-aided schools are not recorded in the Council's balance sheet.

### **Recognition**

## NOTES TO THE ACCOUNTS

Expenditure on the acquisition, creation or enhancement of Property, Plant and Equipment is capitalised on an accruals basis, provided that it is probable that the future economic benefits or service potential associated with the item will flow to the Council and the cost of the item can be measured reliably. Any expenditure which does not add value to the asset is written off in accordance with the accounting policy on impairment as set out below. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential (i.e. repairs and maintenance) is charged as an expense when it is incurred.

### Measurement

Assets are initially measured at cost, comprising:

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

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

Donated assets are measured initially at fair value. The difference between fair value and any consideration paid is credited to the Taxation and Non-Specific Grant Income line of the Comprehensive Income and Expenditure Statement, unless the donation has been made conditionally. Until conditions are satisfied, the gain is held in the Donated Assets Account.

Where gains are credited to the Comprehensive Income and Expenditure Statement, they are reversed out of the General Fund Balance to the Capital Adjustment Account in the Movement in Reserves Statement.

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

Infrastructure, Assets Under Construction	Depreciated Historical Cost
Community Assets	Depreciated Historical Cost or Valuation
Council Dwellings	Existing use value - social housing (EUV - SH)
Other Land & Buildings, Vehicles Plant & Equipment	Existing use value (EUV) or depreciated replacement cost (DRC) using the 'instant build' approach if EUV cannot be determined
Surplus Assets	Fair value applying the same assumptions relating to the level of usage etc, as those of the most recent revaluation as an operational asset

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



## NOTES TO THE ACCOUNTS

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

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

Where decreases in value are identified, they are accounted for by:  
where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains). Where there is no balance in the Revaluation Reserve or an insufficient balance, the carrying amount of the asset is written down against the relevant service line(s) in the Comprehensive Income and Expenditure Statement.

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

### Impairment

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

Where impairment losses are identified, they are accounted for by:

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

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

### Depreciation

Depreciation is provided for on all property, plant and equipment assets by the systematic allocation of their depreciable amounts over their useful lives. An exception is made for assets without a determinable finite useful life (ie freehold land and certain community assets) and assets that are not yet available for use (ie assets under construction).

- Depreciation is calculated on the following bases:
- dwellings and other buildings – straight-line allocation over the useful life of the property as estimated by the valuer
- vehicles, plant, furniture and equipment – a percentage of the value of each class of assets in the Balance Sheet, as advised by a suitably qualified officer
- infrastructure – straight-line allocation over 20 years.

Where an item of property, plant and equipment asset has major components whose cost is significant in relation to the total cost of the item, the components are depreciated separately. Revaluation gains are also depreciated, with an amount equal to the difference between current value depreciation charged on assets and the depreciation that would have been chargeable

## NOTES TO THE ACCOUNTS

based on their historical cost being transferred each year from the Revaluation Reserve to the Capital Adjustment Account.

### **Disposals and Non-current Assets Held for Sale**

When it becomes probable that the carrying amount of an asset will be recovered principally through a sale transaction rather than through its continuing use, it is reclassified as an asset held for sale. The asset is revalued immediately before reclassification and then carried at the lower of this amount and fair value less costs to sell. Where there is a subsequent decrease to fair value less costs to sell, the loss is posted to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement. Gains in fair value are recognised only up to the amount of any previously recognised losses in the Surplus or Deficit on the Provision of Services.

Depreciation is not charged on assets held for sale.

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

Assets that are to be abandoned or scrapped are not reclassified as assets held for sale.

When an asset is disposed of or decommissioned, the carrying amount of the asset in the Balance Sheet (whether property, plant and equipment or assets held for sale) is written off to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal. Receipts from disposals (if any) are credited to the same line in the Comprehensive Income and Expenditure Statement also as part of Page 412

the gain or loss on disposal (ie netted off against the carrying value of the asset at the time of disposal). Any revaluation gains accumulated for the asset in the Revaluation Reserve are transferred to the Capital Adjustment Account.

Amounts received for a disposal are categorised as capital receipts. A proportion of capital receipts relating to housing disposals is payable to the government [England only]. The balance of receipts remains within the Capital Receipts Reserve, and can then only be used for new capital investment [or set aside to reduce the authority's underlying need to borrow (the capital financing requirement) (England and Wales)]. Receipts are appropriated to the Reserve from the General Fund Balance in the Movement in Reserves Statement.

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

### **xix. Private Finance Initiatives (PFI)**

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

The original recognition of these assets at fair value (based on the cost to purchase the property, plant and equipment) was balanced by the recognition of a liability for amounts due to the scheme operator to pay for the capital investment.

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

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



## NOTES TO THE ACCOUNTS

- fair value of the services received during the year – debited to the relevant service in the Comprehensive Income and Expenditure Statement
- finance cost – an interest charge on the outstanding Balance Sheet liability, debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement
- contingent rent – increases in the amount to be paid for the property arising during the contract, debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement
- payment towards liability – applied to write down the Balance Sheet liability towards the PFI operator (the profile of write-downs is calculated using the same principles as for a finance lease)

### **xx. Reserves**

The authority sets aside specific amounts as reserves for future policy purposes or to cover contingencies [not Scotland]. Reserves are created by transferring amounts out of the General Fund Balance. When expenditure to be financed from a reserve is incurred, it is charged to the appropriate service in that year to score against the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement. The reserve is then transferred back into the General Fund Balance so that there is no net charge against council tax for the expenditure.

Certain reserves are kept to manage the accounting processes for non-current assets, financial instruments, local taxation, retirement and employee benefits and do not represent usable resources for the authority – these reserves are explained in the relevant policies.

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

Expenditure incurred during the year that may be capitalised under statutory provisions but that 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 in the year. Where the authority has determined to meet the cost of this expenditure from existing capital resources or by borrowing, a transfer in the Movement in Reserves Statement from the General Fund Balance to the Capital Adjustment Account then reverses out the amounts charged so that there is no impact on the level of council tax.

### **xxii. Schools**

The Code of Practice on Local Authority Accounting in the United Kingdom confirms that the balance of control for local authority maintained schools (ie those categories of school identified in the School Standards and Framework Act 1998, as amended) lies with the local authority. The Code also stipulates that those schools' assets, liabilities, reserves and cash flows are recognised in the local authority financial statements (and not the Group Accounts). Therefore schools' transactions, cash flows and balances are recognised in each of the financial statements of the authority as if they were the transactions, cash flows and balances of the authority.

### **xxiii. VAT**

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

### **xxiv. Fair Value Measurement**

The authority measures some of its non-financial assets such as surplus assets and investment properties and some of its financial instruments such as equity shareholdings [other financial

## NOTES TO THE ACCOUNTS

instruments as applicable] at fair value at each reporting date. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement assumes that the transaction to sell the asset or transfer the liability takes place either:

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

The authority 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 authority 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 authority 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 authority's financial statements are categorised within the fair value hierarchy, as follows:

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

Lifecycle replacement costs – proportion of the amounts payable is posted to the Balance Sheet as a prepayment and then recognised as additions to property, plant and equipment when the relevant works are eventually carried out.

# **Barking & Dagenham**

## Housing Revenue Account

for the year ended

31st March 2020

## HOUSING REVENUE ACCOUNT

### Housing Revenue Account Income and Expenditure Statement

The HRA Income and Expenditure Statement shows the economic cost in the year of providing housing services in accordance with generally accepted accounting practices, rather than the amount to be funded from rents and government grants. Authorities charge rents to cover expenditure in accordance with regulations; this may be different from the accounting cost. The increase or decrease in the year, on the basis of which rents are raised, is shown in the Statement of Movement on the HRA Statement.

2018/19 £000	<b>Expenditure</b>	2019/20 £000
17,932	Repairs & Maintenance	24,308
45,307	Supervision & Management	43,030
16	Rent, Rates, Taxes & Other Charges	1,108
27,203	Depreciation and revaluation of non-current assets (note 5)	66,303
289	Movement in the allowance for bad debts	871
90,747	<b>Total Expenditure</b>	135,620
	<b>Income</b>	
(85,871)	Dwelling rents	(84,678)
(545)	Non-dwelling rents	(736)
(20,274)	Charges for services and facilities	(24,343)
(106,690)	<b>Total Income</b>	(109,757)
	<b>Net cost of HRA Services as included in the Council's Comprehensive Income &amp; Expenditure Statement</b>	
(15,944)		25,863
685	HRA services' share of Corporate & Democratic Core	685
(15,259)	<b>Net Cost/(Surplus) for HRA</b>	26,548
	<b>HRA share of the operating income and expenditure included in the Comprehensive Income and Expenditure Statement:</b>	
(15,530)	(Gain) / Loss on sale of HRA non-current assets	11,008
9,690	Interest Payable and similar charges	12,244
(250)	Interest & Investment Income	(45)
0	Movement in fair value of Investment Property	(180)
1,242	Net interest on the net defined benefit liability	938
(20,107)	<b>(Surplus) / Deficit for the year of HRA Services</b>	50,513

## HOUSING REVENUE ACCOUNT

### Movement on the Housing Revenue Account Statement

The overall objectives for Movement on the HRA Statement and the general principles for its construction are the same as those generally for the Movement in Reserves Statement, into which it is consolidated. The statement takes the outturn on the HRA Income and Expenditure Statement and reconciles it to the surplus or deficit for the year on the HRA Balance, calculated in accordance with the requirements of the Local Government and Housing Act 1989.

2018/19 £'000		2019/20 £'000
(10,656)	<b>Balance at 1 April</b>	(11,463)
(20,107)	(Surplus)Deficit for the year on the HRA Income & Expenditure Statement	50,513
19,112	Adjustments between accounting basis and funding basis under statute	(50,132)
(995)	Net increase before transfers to/from reserves	381
188	Transfers to / (from) reserves	1,592
(807)	(Increase) / decrease in year on the HRA	1,973
(11,463)	<b>Balance at 31 March</b>	(9,490)
<b>Adjustments between accounting basis and funding basis under statute</b>		
2018/19 £'000		2019/20 £'000
15,530	Gain/(loss) on HRA - Non Current Assets	(11,008)
(12,628)	Revaluation/Impairment of Housing Assets	(50,443)
0	Movement in fair value of Investment Property	180
9	Holiday pay accruals and other accumulating compensated absences	(7)
(2,680)	IAS 19 Pension costs adjustment	(2,464)
18,880	Transfer to the Major Repairs Reserve	0
0	Capital expenditure funded by the HRA	13,610
19,112		(50,132)

# HOUSING REVENUE ACCOUNT

## Notes to the Housing Revenue Account

### 1. Council Housing Stock

The Council was responsible for managing an average of 16,960 dwellings units during 2019/20.

**At 31 March 2020, the stock was made up as follows:**

<b>Dwelling type</b>	<b>units</b>	<b>Year of construction</b>	<b>units</b>
Low rise flats	1,992	Pre 1919	251
Medium rise flats	4,037	1919 - 1944	8,520
High rise flats	1,694	1945 - 1964	3,586
Houses and bungalows	9,231	Post 1964	4,603
Multi Occupied	6		
	<b>16,960</b>		<b>16,960</b>

The change in stock can be summarised as follows:

	<b>2018/19</b>	<b>2019/20</b>
	units	units
Stock at 1 April	17,774	17,662
Sales - Right to Buy	(201)	(181)
Additions	69	137
Adjustment (Review of Stock)	20	(1)
Demolitions (Decant Programme)	0	(657)
<b>Stock at 31 March</b>	<b>17,662</b>	<b>16,960</b>

The balance sheet value of land, houses and other property within the HRA is as follows:

	<b>2018/19</b>	<b>2019/20</b>
	£'000	£'000
Dwellings	1,072,650	<b>1,038,623</b>
Other Land and Buildings	6,167	<b>11,299</b>
Vehicles Plant and Equipment	1,343	<b>1,074</b>
Infrastructure Assets	-	<b>2,998</b>
Assets Under Construction	16,215	<b>1,192</b>
Investment Property	-	<b>2,552</b>
	<b>1,096,375</b>	<b>1,057,738</b>

### 2. Vacant Possession Value

The vacant possession value of dwellings within the HRA at 31 March 2020 was £4.1 billion (£4.1 billion 31 March 2019).

The balance sheet value of dwellings, which is stated at Existing Use Value - Social Housing (EUV - SH), is lower than the vacant possession value. This shows the economic cost to the government in providing council housing at less than the open market rental value.

## HOUSING REVENUE ACCOUNT

### 3. Major Repairs Reserve

The following is an analysis of the Major Repairs Reserve (MRR):

	2018/19 £000	2019/20 £000
<b>Balance at 1 April</b>	(311)	(233)
Amount transferred to MRR (Depreciation)	(14,576)	(15,860)
Debits to the MRR in respect of capital expenditure on HRA land and	33,534	15,556
Transfers from HRA to MRR	(18,880)	0
<b>Balance at 31 March</b>	<u>(233)</u>	<u>(537)</u>

### 4. Capital Expenditure and Receipts

The following analyses HRA capital expenditure and the source of funding used.

2019/20 HRA capital expenditure and funding:	Major Repairs Reserve	Direct Revenue Funding	Capital Receipts	Prudential Borrowing	Total
	£000	£000	£000	£000	£000
Houses	15,556	13,610	0	8,947	38,113
Vehicles, Plant and Equipment	0	0	0	0	0
Other property	0	0	0	0	0
Infrastructure Assets	0	0	0	3,023	3,023
Assets Under Construction	0	0	0	0	0
<b>Total Financing Applied</b>	<b>15,556</b>	<b>13,610</b>	<b>0</b>	<b>11,970</b>	<b>41,136</b>

2018/19 HRA capital expenditure and funding:	Major Repairs Reserve	Direct Revenue Funding	Capital Receipts	Prudential Borrowing	Total
	£000	£000	£000	£000	£000
Houses	32,706	0	12,584	0	45,290
Vehicles, Plant and Equipment	0	0	1,343	0	1,343
Other property	216	0	0	0	216
Infrastructure Assets	0	0	0	0	0
Assets Under Construction	611	0	17,004	0	17,615
<b>Total Financing Applied</b>	<b>33,533</b>	<b>0</b>	<b>30,931</b>	<b>0</b>	<b>64,464</b>

Capital receipts derived from disposals of land, houses and other property within the HRA during the year are summarised as follows:

	2018/19 £000	2019/20 £000
Houses	29,685	27,057
Other property	0	0
<b>Total HRA capital receipts</b>	<u>29,685</u>	<u>27,057</u>

## HOUSING REVENUE ACCOUNT

### 5. Depreciation and Impairment

The total charge for depreciation and revaluation loss charged to the HRA was as follows:

	2018/19			2019/20		
	Other			Other		
	Houses	Property	Total	Houses	Property	Total
	£000	£000	£000	£000	£000	£000
Depreciation	13,571	1,005	<b>14,576</b>	15,196	664	<b>15,860</b>
Revaluation Loss	12,628	0	<b>12,628</b>	50,443	0	<b>50,443</b>
	<u>26,199</u>	<u>1,005</u>	<u><b>27,204</b></u>	<u>65,639</u>	<u>664</u>	<u><b>66,303</b></u>

All HRA assets subject to revaluation have been valued as at 31st March 2020.

### 6. Rent Arrears

	2018/19	2019/20
	£000	£000
Dwelling rents	3,762	<b>6,405</b>
Other charges/adjustments	2,507	<b>1,902</b>
	<u>6,269</u>	<u><b>8,307</b></u>

### 7. IAS 19 – Retirement Benefits

The Authority considers it to be proper accounting practice to allow the HRA to be charged with an attributable share of current and past service costs. From 2005/06, the HRA has also been charged with an attributable share of pensions interest costs, less expected return on pensions assets. However, as Local Authorities can only charge actual employer contributions and payments against the HRA, the IAS 19 entries are reversed out in the Movement on the HRA Statement and replaced by actual employers' contributions payable to the scheme.

### 8. Revenue Expenditure Funded from Capital Under Statute (REFCUS)

Revenue expenditure funded from capital under statute on the HRA in 2019/20 was nil (2018/19: nil).



# **Barking & Dagenham**

## **Collection Fund Account**

for the year ended

31st March 2020

## COLLECTION FUND ACCOUNT

	2019/20				2018/19			
	NDR Supplement £000	NDR £000	Council Tax £000	Total £000	NDR Supplement £000	NDR £000	Council Tax £000	Total £000
<b><u>Income</u></b>								
Council Tax Receivable			(81,722)	(81,722)			(76,956)	(76,956)
Business Rates Receivable		(60,194)		(60,194)		(59,910)		(59,910)
Business Rate Supplement	(1,551)			(1,551)	(1,529)			(1,529)
Transitional Protection Payments		(446)		(446)		3,835		3,835
	<b>(1,551)</b>	<b>(60,640)</b>	<b>(81,722)</b>	<b>(143,913)</b>	<b>(1,529)</b>	<b>(56,075)</b>	<b>(76,956)</b>	<b>(134,560)</b>
<b><u>Expenditure - Precepts, Demands and Shares</u></b>								
Central Government		15,272		15,272		0		0
Greater London Authority	1,545	16,493	16,028	34,066	1,523	21,926	14,353	37,802
Billing Authority		29,321	61,786	91,107		38,977	58,521	97,498
	<b>1,545</b>	<b>61,086</b>	<b>77,814</b>	<b>140,445</b>	<b>1,523</b>	<b>60,903</b>	<b>72,874</b>	<b>135,300</b>
<b><u>Apportionment of Previous Year Surplus/(Deficit)</u></b>								
Central Government		(931)		(931)		(129)		(129)
Greater London Authority		(2,133)	1,129	(1,004)		(323)	(756)	(1,079)
Billing Authority		(2,783)	4,576	1,793		(194)	6,085	5,891
	<b>0</b>	<b>(5,847)</b>	<b>5,705</b>	<b>(142)</b>	<b>0</b>	<b>(646)</b>	<b>5,329</b>	<b>4,683</b>
<b><u>Charges to Collection Fund</u></b>								
Write Offs of uncollectable amounts		25	254	279		57	315	372
Inc/(Dec) in Bad Debt Provision		415	866	1,281		637	1,532	2,169
Inc/(Dec) in Provision for Appeals		(2,593)		(2,593)		(2,201)		(2,201)
Cost of Collection	6	203		209	14	204		218
	<b>6</b>	<b>(1,950)</b>	<b>1,120</b>	<b>(824)</b>	<b>14</b>	<b>(1,303)</b>	<b>1,847</b>	<b>558</b>
<b>(Surplus)/Deficit arising during the year</b>	<b>0</b>	<b>(7,351)</b>	<b>2,917</b>	<b>(4,434)</b>	<b>8</b>	<b>2,879</b>	<b>3,094</b>	<b>5,981</b>
<b>(Surplus)/Deficit at 1st April</b>	0	2,489	(2,941)	(452)	(8)	(390)	(6,035)	(6,433)
<b>(Surplus)/Deficit at 31st March</b>	0	(4,862)	(24)	(4,886)	0	2,489	(2,941)	(452)
<b>(Surplus)/Deficit Balance Attributable to:</b>								
London Borough of Barking & Dagenham		(2,871)	(19)	(2,890)		634	(2,387)	(1,753)
Greater London Authority		(1,611)	(5)	(1,616)		928	(554)	374
Central Government		(380)		(380)		927		927

# COLLECTION FUND ACCOUNT

## 1. Council Tax Base

The tax base used to determine this figure was Band 'D' equivalent.

Band	Number of Properties after Discounts and Exemptions	Band 'D' Equivalent Properties
A (Disabled)	0.19	0.10
A	3,752.88	2,501.90
B	8,077.29	6,282.30
C	36,264.32	32,235.00
D	8,130.39	8,130.40
E	1,539.79	1,882.00
F	310.11	447.90
G	40.54	67.60
H	4.00	8.00
<b>Total Band 'D' equivalents for 2019/20</b>		<u>51,555.20</u>
Less in year non-collection allowance		<u>(1,546.66)</u>
<b>Council Tax Base for 2019/20</b>		<u><b>50,008.54</b></u>

Council Tax Base for 2018/19

48,782.31

## 2. National Non-Domestic Rates (NNDR)

Under the arrangements for NNDR, the Council collected rates in the Borough are based on rateable values assessed by the District Valuer, and multiplied by a uniform rate in the pound set each year by the government.

From 1 April 2010, those ratepayers with a Rateable Value in excess of £55k were subject to an additional levy from the Greater London Authority on their Business Rates to fund the Crossrail project. In 2017/18 the Rateable Value was increased to £70,000.

	2018/19 £'000s	2019/20 £'000s
Rateable Value at 31 March	154,447	154,348
Business rates multiplier for premises with rateable values (RV) of £25,500 and above	49.3p	50.4p
Small business rates multiplier for premises with RV below £25,500	48.0p	49.1p
Additional Crossrail NNDR Supplement multiplier for premises with a RV above £70,000	2.0p	2.0p

# **Barking & Dagenham**

## **Pension Fund Accounts**

**for the year ended  
31st March 2020**

## PENSION FUND ACCOUNTS

### London Borough of Barking and Dagenham Pension Fund Account

	Note	2018/19 £000	2019/20 £000
<b>Dealings with members, employers and others directly involved in the scheme</b>			
Contributions	8	45,570	45,653
Transfers in from other pension funds	9	2,372	4,588
		47,942	50,241
Benefits	10	(40,216)	(41,307)
Payments to and on account of leavers	11	(2,765)	(6,589)
		(42,981)	(47,896)
<b>Net additions from dealings with members</b>		4,961	2,345
Management expenses	12	(5,957)	(6,355)
<b>Net Additions/(Withdrawals) including Fund Management Expenses</b>		(996)	(4,010)
<b>Returns on Investments</b>			
Investment Income	13	9,759	14,691
Profit (losses) on disposal of investments and changes in the market value of investments	14	44,767	(58,921)
<b>Net returns on investments</b>		54,526	(44,230)
<b>Net increase in the net assets available for benefits during the year</b>		53,530	(48,240)

#### Net Assets Statement as at 31 March 2020

The accounts summarise the transactions and net assets of the Fund. They do not take account of liabilities to pay pensions and other benefits in the future.

	Note	2018/19 £000	2019/20 £000
<b>Investment Assets</b>	16	1,041,927	993,832
<b>Investment Liabilities</b>	16	(226)	(652)
<b>Current Assets</b>	17	825	1,052
<b>Current Liabilities</b>	17	(20,624)	(20,570)
<b>Net asset of the fund available to fund benefits at the end of the reporting period</b>		1,021,902	973,662

# PENSION FUND ACCOUNTS

## Notes to the Pension Fund Accounts for the year ended 31 March 2020

### 1. Introduction

The Barking and Dagenham Pension Fund (“the Fund”) is part of the Local Government Pension Scheme (“LGPS”) and is administered by the London Borough of Barking and Dagenham (“LBBD”). The Council is the reporting entity for this Fund. The Fund is governed by the Public Service Pensions Act 2013 and the following secondary legislation:

- i. The LGPS Regulations 2013 (as amended)
- ii. The LGPS (Transitional Provisions, Savings and Amendment) Regulations 2014 (as amended) and
- iii. The LGPS (Management and Investment of Funds) Regulations 2016.

The Fund is operated as a funded, defined benefit scheme which provides for the payment of benefits to former employees of LBBD and those bodies admitted to the Fund, referred to as “members”. The benefits include not only retirement pensions, but also widow’s pensions, death grants and lump sum payments in certain circumstances. The Fund is financed by contributions from members, employers and from interest and dividends on the Fund’s investments.

The objective of the financial statements is to provide information about the funds financial position, performance and financial adaptability and show the results of the Council’s stewardship in managing the resources entrusted to it and for the assets at the period end.

The Fund is overseen by the Fund’s Pension Committee, which is a Committee of LBBD. 19/20 started off with strong positive returns for the first three quarters, but uncertainty caused by Covid-19 resulted in a market correction in the fourth quarter. As a result, the Fund’s return for the year was a negative, with an investment return, net of fund manager fees and custodian costs, of -5.1%, which was 4.6% lower than its benchmark of -0.5%. Over three years the funds annualised return was 1.7%, which is 2.4% below the Fund’s benchmark return of 4.1%. Equities were the main detractors of performance, with UBS Equities and Kempen providing a return of -9.4% and -22.3% for the year. Passive bonds, infrastructure and Alternatives provided positive returns of 10.0%, 10.8% and 2.2% respectively. The remaining managers provided a small negative return ranging from 1.3% for the Baillie Gifford to 2.7% for the fund’s property manager, Schroders.

Two new employers were admitted to the Fund in 2019/20, including, Aspens 2 and Caterlink. During the year, the total number of active employers within the Fund was 39.

### 2. Format of the Pension Fund Statement of Accounts

The day to day administration of the Fund and the operation of the management arrangements and investment portfolio are delegated to the Chief Operating Officer.

The following description of the Fund is a summary only. For more details, reference should be made to the Fund’s Annual Report for 2019/20, which can be obtained from the Council’s website: <http://www.lbbdpensionfund.org>.

The statutory powers that underpin the scheme are the Superannuation Act 1972 and the Local Government Pension Scheme (LGPS) regulations, which can be found at: [www.legislation.gov.uk](http://www.legislation.gov.uk).

#### Membership

## PENSION FUND ACCOUNTS

All local government employees (except casual employees and teachers) are automatically enrolled into the Scheme. However, membership of the LGPS is voluntary and employees are free to choose whether to opt out, remain in the Scheme or make their own personal arrangements outside the Scheme. Organisations participating in the Fund include:

- Scheduled bodies, which are local authorities and similar bodies whose staff are automatically entitled to be members of the Fund; and
- Admitted bodies, which are other organisations that participate in the Fund under an admission agreement between the Fund and the relevant organisation. Admitted bodies include voluntary, charitable and similar bodies or private contractors undertaking a local authority function following outsourcing to the private sector.

A list of the Fund's scheduled and admitted employers are provided below. Not Active employers do not have any current members but have either deferred or pensioners. The obligations and assets for these employers have been absorbed by the Council.

Scheduled Bodies	Admitted Bodies
LBBD Barking College Dorothy Barley Academy Eastbury Academy Elutec Goresbrook Free School Greatfields Free School James Campbell Primary Partnerships Learning Pathways Riverside Bridge Riverside Free School Riverside School St Margarets St Joseph's Dagenham St Joseph's Barking St Theresa's Dagenham Sydney Russell Academy Thames View Infants Academy Thames View Junior Academy University of East London Warren Academy	Aspens Aspens 2 B&D Citizen's Advice Bureau BD Corporate Cleaning BD Schools Improvement Partnership BD Together Be First BD Management Services Caterlink Cleantech Elevate East London LLP Laing O'Rourke Lewis and Graves Schools Offices Services Ltd Sports Leisure Management The Broadway Theatre Town and Country Cleaners
<b>Not Active</b> Magistrates Court (not active)	<b>Not Active</b> Abbeyfield Barking Society (not active) Age UK (not active) Council for Voluntary Service (not active) Disablement Assoc. of B&D (not active) East London E-Learning (not active) London Riverside (not active) May Gurney (not active) RM Education (not active)

## PENSION FUND ACCOUNTS

A breakdown of the Fund's member by employer type and by member type is included in the table below:

	2018/19 33	2019/20 39
<b>Number of Employers with active members</b>		
<b>Number of Employees in scheme</b>		
<b>London Borough of Barking and Dagenham</b>		
Active members	4,298	4,288
Pensioners	4,687	4,669
Deferred pensioners	4,731	4,841
Undecided and other members	231	218
	13,947	14,016
<b>Admitted and Scheduled Bodies</b>		
Active members	1,978	1,693
Pensioners	965	1,014
Deferred pensioners	1,466	1,620
Undecided and other members	62	187
	4,471	4,514

### a) Benefits

Pension benefits under the LGPS are based on final pensionable pay and length of pensionable service as summarised below:

	<b>Service pre-1 April 2008</b>	<b>Service post 31 March 2008</b>
<b>Pension:</b>	Each year worked is worth 1/80 x final pensionable salary.	Each year worked is worth 1/60 x final pensionable salary.
<b>Lump sum:</b>	Automatic lump sum of 3 x salary. In addition part of annual pension can be exchanged for a one-off tax-free cash payment. A lump sum of £12 is paid for each £1 of pension given up.	No automatic lump sum, part of the annual pension can be exchanged for a one-off tax-free cash payment. A lump sum of £12 is paid for each £1 of pension given up.

The benefits payable in respect of service from 1 April 2014 are based on career average devalued earnings and the number of years of eligible service. The accrual rate is 1/49 and the benefits are index-linked to keep pace with inflation. From 1 April 2011, the method of indexation changed from the Retail Prices Index (RPI) to the Consumer Prices Index (CPI).

### 3. Basis of preparation

The accounts summarise the transactions and net assets for the Fund's transactions for the 2019/20 financial year and its position as at 31 March 2020. The accounts have been prepared in accordance with the Code of Practice for Local Authority Accounting in the United Kingdom 2019/20. The financial statements do not reflect any liabilities to pay pension or other benefits occurring after 31 March 2020. Such items are reported separately in the Actuary's Report provided in Note 20 to the Fund's accounts.

The accounts have been prepared on an accruals basis (that is income and expenditure are recognised as earned or incurred, not as received and paid) except in the case of transfer values which are included in the accounts on a cash basis. The Pension Fund Accounts have been prepared on a going concern basis.



## **PENSION FUND ACCOUNTS**

### **3.1 Contributions (see Note 8)**

Primary contributions, both from the members and from the employer, are accounted for on an accruals basis at the percentage rate recommended by the actuary in the payroll period to which they relate.

Secondary contributions are accounted for on the due dates on which they are due under the schedule of contributions set by the actuary or on receipt if earlier than the due date.

Employer's augmentation and pension strain contributions are accounted for in the period in which the liability arises. Any amount due in year but unpaid is classed as a current financial asset.

### **3.2 Transfers to and from other schemes (see Note 9)**

Transfer values represent the amounts received and paid during the year for members who have either joined or left the Fund during the financial year and are calculated in accordance with the LGPS Regulations. Transfer Values to/from other funds, for individuals, are included in the accounts based on the actual amounts received and paid in the year.

Transfers in from members wishing to use the proceeds of their additional voluntary contributions to purchase scheme benefits are accounted for on a receipts basis and are included in Transfers In.

Individual transfers in/out are accounted for when received/paid, which is normally when the member liability is accepted or discharged. Bulk (group) transfers are accounted for on an accruals basis in accordance with the terms of the transfer agreement.

### **3.3 Investment income (see Note 13)**

- i) Interest income - Interest income is recognised in the Fund account as it accrues. Interest from financial assets that are not carried at fair value through profit and loss, i.e. loans and receivables, are calculated using the effective interest basis.
- ii) Dividend income - Dividend income is recognised on the date the shares are quoted ex-dividend. Any amount not received by the end of the reporting period is disclosed in the Net Assets Statement as a current financial asset.
- iii) Movement in the net market value of investments - Changes in the net market value of investments are recognised as income and comprise all realised and unrealised profits/loss during the year.

### **3.4 Net Assets Statement at market value is produced on the following basis (see note 14)**

- i) Quoted investments are valued at bid price at the close of business on 31 March 2020;
- ii) Unquoted investments are based on market value by the fund managers at year end in accordance with accepted guidelines;
- iii) Pooled investment vehicles are valued at closing bid price if both bid and offer prices are published; or if single priced, at the closing single price. In the case of pooled investment vehicles that are accumulation funds, change in market value also includes income which is reinvested in the fund, net of applicable withholding tax;

## PENSION FUND ACCOUNTS

- iv) Investments held in foreign currencies have been valued in sterling at the closing rate ruling on 31 March 2020. All foreign currency transactions are translated into sterling at exchange rates ruling at the closing rate of exchange; and
- v) Limited partnerships are valued at fair value on the net asset value ascertained from periodic valuations provided by those controlling the partnership.

### 3.5 Management expenses (see note 12)

#### Administration Expenses

All administration expenses are accounted for on an accrual basis. Staff costs associated with the Fund are charged to the Fund, with management, accommodation and other overheads apportioned in accordance with LBBD's policy.

#### Investment management expenses

All investment management expenses are accounted for on an accrual basis.

External manager fees, including custodian fees, are agreed in the respective mandates governing their appointments, which are broadly based on the market value of the Fund's investments under their management. Therefore, investment management fees increase / decrease as the value of these investments change.

The Fund does not include a performance related fees element in any of their contracts. Where it has not been possible to confirm the investment management fee owed by the balance sheet date, an estimate based on the market value has been used.

Most the Fund's holdings are invested in pooled funds which include investment management expenses, including actuarial, trading costs and fund manager fees, within the pricing mechanism.

The Council has made a prepayment of employer pension contributions to the Fund, totalling £40m. The interest costs associated with this prepayment are included as an investment management expense.

### 3.6 Taxation

The Fund is a registered public-sector service scheme under section 1(1) of schedule 36 of the Finance act 2004 and as such is exempt from UK income tax on interest received and from capital gains tax on the proceed of investments sold.

Taxation agreements exist between Britain and other countries whereby all or a proportion of the tax deducted locally from investment income may be reclaimed. Non-recoverable deductions are classified as withholding tax.

Value Added Tax is recoverable on all Fund activities by the administering authority.

### 3.7 Foreign currency transactions

Dividends, interest, purchases and sales of investments in foreign currencies have been accounted for at the spot market rates at the date of transaction. End-of-year spot market exchange rates are used to value cash balances held in foreign currency bank accounts.

### 3.8 Cash and cash equivalents

## PENSION FUND ACCOUNTS

Cash comprises cash in-hand and on-demand deposits.

Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and that are subject to minimal risk of changes in value.

### 3.9 Present Value of Liabilities

These accounts do not include the Fund's liabilities to pay pensions and other benefits, in the future, to all the present contributors to the Fund. These liabilities are taken account of in the periodic actuarial valuations of the Fund and are reflected in the levels of employers' contributions determined at these valuations.

### 3.10 Actuarial present value of promised retirement benefits (see note 20)

The actuarial present value of promised retirement benefits is assessed on a triennial basis by the Scheme actuary in accordance with the requirements of IAS 19 and relevant actuarial standards.

As permitted under IAS 26, the Fund has opted to disclose the actuarial present value of promised retirement benefits by way of a note to the Net Assets Statement

### 3.11 Contingent assets and liabilities

Contingent assets and liabilities are not recognised in the Fund's Balance Sheet but are disclosed as a note to the accounts. They arise as a result of past events but are only confirmed by the occurrence of one or more uncertain future events which are not entirely within the Fund's control.

Contingent liabilities arise from a present obligation arising from past events but only where it is not probable that a transfer of economic benefits will be required to settle the obligation or where the amount of the obligation cannot be measured with sufficient reliability.

## 4. Critical Judgements in applying accounting policies

In applying the accounting policies set out in Note 3, the Fund has had to make certain judgements about complex transactions or those involving uncertainty about future events.

A critical judgement made within the accounts is for the Pension Fund liability, which is calculated every three years by the appointed Actuary and is included in Note 20 but is not included in the net asset statement. The methodology used is in line with accepted guidelines. Assumptions underpinning the valuations are agreed with the Actuary and are summarised in Note 20. This estimate is subject to significant variances based on changes to the underlying assumptions.

### Unquoted investments

Determining the fair value of unquoted investments (unquoted equity investments and hedge fund or funds) can be subjective. They are inherently based on forward-looking estimates and judgements involving many factors including the impact of market volatility following the COVID-19 outbreak. Unquoted investments are valued by the investment managers. The total financial instruments held by the Fund at **Level 3 were £217.9m.**

## 5. Assumptions made about the future and other major sources of estimation uncertainty

## PENSION FUND ACCOUNTS

The Statement of Accounts contains estimated figures that are based on assumptions made by the Fund about the future or that are otherwise uncertain. Estimates are made taking into consideration historical experience, current trends and other relevant factors. However, as balances cannot be determined with certainty, actual results could be materially different from the assumptions and estimates. There were no items in the Statement of Accounts 2019/20 for which there is a significant risk of material adjustment in the forthcoming financial years.

All investments are measured at fair value and by necessity, unquoted investments involve a degree of estimation. Notes 14 and 21 provide information about valuation methodology and the assumptions made in deriving the estimates.

### 6. Additional Voluntary Contributions (AVC)

Additional Voluntary Contributions (AVCs) administered by the Prudential, made by LBBB employees during the year amounted to **£232k** (2018/19 £267k). In accordance with Regulation 4(2) (b) of the Pension Scheme (Management and Investment of Funds) Regulations 2009 the contributions paid and the assets of these investments are not included in the Pension Fund Accounts.

AVCs were valued by Prudential at a market value of **£3.9m** (2018/19 £4.0m).

### 7. Recharges from the General Fund

The LGPS (Management and Investment of Funds) Regulations 2016 permit the Council to charge administration costs to the Fund. A proportion of the relevant Council costs have been charged to the Fund on the basis of actual time spent on Pension Fund business. Costs incurred in the administration and the oversight and governance of the Fund are included in Note 12.

### 8. Contributions

Benefits are funded by contributions and investment earnings. Contributions are made by active members of the Fund in accordance with the LGPS (Benefits, Membership and Contributions) Regulations 2007, ranging from 5.5% to 12.5% of pensionable pay for the financial year ending 31 March 2020. Employee contributions are matched by employer contributions, which are set based on triennial actuarial funding valuations.

Currently employer contribution rates range from 15.6% to 43.0%.

Pension strain contributions are accounted for in the period in which the liability arises. Any amounts due in year but unpaid will be classed as a current financial asset.

The Council uses a mechanism to stabilise the contribution rates. This was agreed following the actuary, Hymans Robertson, completing a stochastic modelling of the long-term funding position. Eligibility for stabilisation is dependent on reasonable consistency in an employer's membership profile. The primary contribution rate for the financial year ending 31 March 2020 was 23.5%.

Contributions shown in the revenue statement may be categorised as follows:

Contributions	2018/19	2019/20
Members normal contributions	£000	£000
Council	6,710	6,829
Admitted bodies	959	924
Scheduled bodies	1,913	1,909
<b>Total contributions from members</b>	9,582	9,662

## PENSION FUND ACCOUNTS

### Employers normal contributions

Council - Normal	17,878	18,511
Council - Deficit Recovery	5,726	5,928
Admitted bodies - Normal	3,750	3,535
Admitted bodies- Deficit Recovery	23	30
Scheduled bodies - Normal	5,235	5,203
Scheduled bodies- Deficit Recovery	1,948	1,845
Pension Strain	1,428	939
<b>Total contributions from employers</b>	<b>35,988</b>	<b>35,991</b>
<b>Total Contributions</b>	<b>45,570</b>	<b>45,653</b>

### 9. Transfers in from other pension funds

	2018/19 £000	2019/20 £000
<b>Individual Transfers</b>	<b>2,372</b>	<b>4,588</b>
	<b>2,372</b>	<b>4,588</b>

### 10. Benefits

Benefits payable and refunds of contributions have been brought into the accounts based on all valid claims approved during the year.

	2018/19				2019/20			
	Admitted		Scheduled	Total	Admitted		Scheduled	Total
	Council £000	Bodies £000	Bodies £000	£000	Council £000	Bodies £000	Bodies £000	£000
<b>Pensions</b>	26,913	462	5,678	33,053	28,200	538	6,061	34,799
<b>Lump sums</b>	4,934	226	1,216	6,376	4,996	244	776	6,016
<b>Death grants</b>	599	1	187	787	437	19	36	492
	<b>32,446</b>	<b>689</b>	<b>7,081</b>	<b>40,216</b>	<b>33,633</b>	<b>801</b>	<b>6,873</b>	<b>41,307</b>

### 11. Payments to and on account of leavers

	2018/19 £000	2019/20 £000
Individual Transfers	2,439	6,007
Refunds	326	582
	<b>2,765</b>	<b>6,589</b>

### 12. Management Expenses

	2018/19 £000	2019/20 £000
Administration and Processing	773	721
Management Fees	3,587	3,991
Custody Fees	25	58
Oversight and Governance Fees	239	237
Other Costs	1,333	1,348
	<b>5,957</b>	<b>6,355</b>

### 13. Investment Income

	2018/19 £000	2019/20 £000
Fixed Interest Securities	421	438
Equity Dividends	6,252	11,226
Pooled Property Income	2,759	2,952

## PENSION FUND ACCOUNTS

Interest - Manager's Cash	184	49
Interest - LBBD balance	120	23
Other Income	23	3
	9,759	14,691

### 14. Investments

The movement in the opening and closing value of investments during the year, together with related direct transaction costs were as follows:

	Value 31/03/2019 £000	Purchases £000	Sales £000	Change in Fair Value £000	Cash Movement £000	Value 31/03/2020 £000
<b>Pooled Unit Trusts</b>	825,298	6,477	-	(63,667)	-	768,108
<b>Property Unit Trusts</b>	64,151	-	-	(4,166)	-	59,985
<b>Pooled Alternatives</b>	68,781	36,187	(44,827)	4,828	-	64,969
<b>Infrastructure</b>	74,419	10,557	-	7,937	-	92,913
<b>Other Investments</b>	647	-	(492)	(5)	-	150
<b>Derivative Contracts</b>						
<b>Futures</b>	(226)	3,728	(896)	(3,258)	-	(652)
<b>Cash Deposits</b>						
<b>Custodian</b>	4,089	(23,449)	16,950	(590)	11,986	8,986
<b>In-House</b>	4,532	-	-	-	(15,120)	(10,588)
<b>Pending Trade Sales</b>	-	-	-	-	9,303	9,303
<b>Other Investments</b>	10	-	-	-	(1)	9
<b>Total</b>	1,041,701	33,500	(29,265)	(58,921)	6,168	993,183

	Value 31/03/2018 £000	Purchases £000	Sales £000	Change in Fair Value £000	Cash Movement £000	Value 31/03/2019 £000
<b>Pooled Unit Trusts</b>	778,268	5,649	-	41,381	-	825,298
<b>Property Unit Trusts</b>	63,662	39,570	(39,571)	490	-	64,151
<b>Pooled Alternatives</b>	55,488	26,209	(18,456)	5,540	-	68,781
<b>Infrastructure</b>	67,077	7,207	-	135	-	74,419
<b>Other Investments</b>	802	-	-	(155)	-	647
<b>Derivative Contracts</b>						
<b>Futures</b>	400	233,930	(231,908)	(2,648)	-	(226)
<b>Cash Deposits</b>						
<b>Custodian</b>	1,073	287,587	(284,595)	24	-	4,089
<b>In-House</b>	632	-	-	-	3,900	4,532
<b>Total</b>	967,402	600,152	(574,530)	44,767	3,900	1,041,691

The change in fair value of investments during the year comprises all increases and decreases in the value of investments held at any time during the year, including profits and losses realised on sales of investment and changes in the sterling value of assets caused by changes in exchange rates. In the case of pooled investment vehicles changes in market value also includes income, net of withholding tax, which is reinvested in the Fund.

## PENSION FUND ACCOUNTS

The cost of purchases and the sales proceeds are inclusive of transaction costs, such as broker fees and taxes. In addition to transaction costs, indirect costs are incurred through the bid offer spread on investments within pooled investment vehicles. The amount of indirect cost is not separately provided to the Fund. The Fund employs specialist investment managers with mandates corresponding to the principle asset classes. A list of the Fund's Fund Manager, their mandate and the asset type is outlined in the table below:

Investment Manager	Mandate	Asset Type
Aberdeen Asset Management	Active	Diversified Alternatives
Mellon Corporation	Active	Global Credit
London CIV: Baillie Gifford	Active	Global Equity (Pooled)
London CIV: Pyrford	Active	Absolute Return
London CIV: Newton	Active	Absolute Return
London CIV: Other	Passive	None
BlackRock	Active	Property Investments (UK)
Hermes	Active	Infrastructure (LLP)
Kemper	Active	Global Equity (Pooled)
Prudential/M&G	Active	Alternatives - UK Companies Financing
RREEF	Active	Property Investments (UK)
Schroders	Active	Property Investments (UK Fund of Funds)
UBS	Passive	Global Equity (Pooled)
UBS	Passive	All Share Fixed Income (Pooled)

The value of the Fund, by manager, as at 31 March 2020 was as follows:

Fund by Investment Manager	2018/19		2019/20	
	£000	%	£000	%
Aberdeen Asset Management	68,555	6.6	<b>64,318</b>	<b>6.5%</b>
BlackRock	39,651	3.8	<b>37,066</b>	<b>3.7%</b>
Hermes	74,419	7.1	<b>92,913</b>	<b>9.4%</b>
Kemper	165,846	15.9	<b>129,412</b>	<b>13.0%</b>
Other Cash Balances	8,621	0.8	<b>(1,602)</b>	<b>(0.2)%</b>
Prudential/M&G	498	0.0	<b>0</b>	<b>0.0%</b>
RREEF	338	0.0	<b>343</b>	<b>0.0%</b>
Schroders	24,162	2.3	<b>22,576</b>	<b>2.3%</b>
Mellon Corporation	63,364	6.1	<b>62,544</b>	<b>6.3%</b>
UBS Passive Bonds	37,324	3.6	<b>41,043</b>	<b>4.1%</b>
UBS Passive Equity	183,816	17.6	<b>166,591</b>	<b>16.8%</b>
London CIV	150	0.0	<b>150</b>	<b>0.0%</b>
London CIV - Baillie Gifford	202,492	19.4	<b>199,910</b>	<b>20.1%</b>
London CIV – Pyrford	103,188	9.9	<b>100,852</b>	<b>10.2%</b>
London CIV - Newton	69,267	6.6	<b>67,755</b>	<b>6.8%</b>
Pending Trade Sales	-	-	<b>9,303</b>	<b>0.9%</b>
Other Investments – Tax Recoverable	10	-	<b>9</b>	<b>0.0%</b>
<b>Total</b>	<b>1,041,701</b>	<b>100.0</b>	<b>993,183</b>	<b>100.0%</b>

### 15. Cash

The cash balance held at 31 March 2020 is made up as follows:

Cash balances held by Investment Managers	2018/19 £000	2019/20 £000
--	-----------------	-----------------



## PENSION FUND ACCOUNTS

Aberdeen Asset Management	1,541	7,776
Prudential / M&G	184	505
Schroders	862	240
BlackRock	1,499	463
Other balances	3	-
In-house Cash	4,532	(10,587)
<b>Total Cash</b>	8,621	(1,062)

### 16. Securities

	2018/19 £000's	2019/20 £000's
<b>Investment Assets</b>		
<b>Pooled funds - UK</b>		
UK fixed Income Unit Trust	37,324	41,043
UK Equity Unit Trust	386,458	366,650
UK Absolute Return	172,455	168,606
UK Property Unit Trust	24,500	22,919
UK Unit Trust	498	-
<b>Pooled funds - Overseas</b>		
Overseas Fixed Income Unit Trust	63,364	62,544
Overseas Equity Unit Trust	165,846	129,412
Overseas Property Unit Trust	39,651	37,066
Other Investment - Infrastructure	74,419	92,913
Other Investment - Private Equity	34,714	34,436
Other Investment - Hedge Funds	34,067	30,533
Other Investment – Tax Recoverable	10	9
<b>Cash</b>	8,621	(1,602)
<b>Pending Trade Sales</b>		9,303
<b>Total Investment Assets</b>	1,041,927	993,832
<b>Investment Liabilities</b>		
<b>Futures</b>	(226)	(652)
<b>Total Investment Liabilities</b>	(226)	(652)
<b>Current Assets: Debtors</b>	825	1,052
<b>Current Liabilities: Creditors</b>	(20,624)	(20,570)
<b>Total Net Assets</b>	1,021,902	973,662

### 17. Debtors and Creditors

The following amounts were debtors or creditors for the Fund at 31 March 2020:

	2018/19 £000	2019/20 £000
<b>Debtors</b>		
<b>Other Investment Balances</b>		
Tax recoverable	10	0
Pending Trade Sales		9,313
<b>Current Assets</b>		
Other local authorities	347	584



## PENSION FUND ACCOUNTS

Other entities and individuals	478	468
Total Current Assets	825	1,052
<b>Total Debtors</b>	<u>835</u>	<u>10,365</u>
<b>Creditors</b>		
<b>Investment Liabilities</b>	£000	£000
Futures	226	652
<b>Current Liabilities</b>		
Other local authorities	382	376
LBBD Prepayment	20,000	20,000
Other entities and individuals	242	193
<b>Total Current Liabilities</b>	<u>20,624</u>	<u>20,570</u>
<b>Total Creditors</b>	<u>20,850</u>	<u>21,222</u>

### 18. Holdings

All holdings within the Fund as at 31 March 2020 were in pooled funds or Limited Liability Partnerships (LLP), with no direct holdings over 5% of the net assets of the scheme. As at 31 March 2020 the following pooled funds and LLPs were over 5% of the scheme's net assets:

Security	Market Value as at 31 March 2020	% of Total Fund
	£000	%
London CIV - Baillie Gifford	199,910	20.1%
UBS Passive Equity	166,591	16.8%
Kempen	129,412	13.0%
London CIV - Pyrford	100,852	10.2%
Hermes	92,913	9.4%
London CIV - Newton	67,755	6.8%
Mellon Corporation	62,544	6.3%

### 19. Investment Strategy Statement

An Investment Strategy Statement was agreed by the Council's Investment Committee on 15 March 2018 and is updated periodically to reflect changes made in Investment Management arrangements. The nature and extent of risk arising from financial instruments and how the Fund manages those risks is included in the Investment Strategy Statement. Copies can be obtained from the Council's Pension website: <http://www.lbbdpensionfund.org>

### 20. Actuarial position

#### Actuarial assumptions

The 2019 triennial review of the Fund took place as at 31 March 2019 and the salient features of that review were as follows:

- The funding target is to achieve a funding level of at least 100% over a specific period;
- Deficit recovery period remained 17 years in 2019;
- The key financial assumptions adopted at this valuation are:
  - Future levels of price inflation are based on the Consumer Price Index (CPI);

## PENSION FUND ACCOUNTS

- The resulting discount rate of 4.0% (4.1% as at 31 March 2016).
- Market value of the scheme's assets at the date of the valuation were £1,022 million;
- The past service liabilities at the rate of the valuation were £1,141 Million;
- The resulting funding level was 90% (77% as at 31 March 2016); and
- The use of an appropriate asset outperformance assumption is based on available evidence and is a measure of the degree of prudence assumed in the funding strategy.

The valuation has made assumptions about member longevity and has used the following average future life expectancies for pensioners aged 65 at the valuation date:

<b>Longevity Assumptions</b>	<b>2016</b>	<b>2016</b>	<b>2019</b>	<b>2019</b>
at 31 March	Male	Female	Male	Female
Average future life expectancy (in years for a pensioner)	22.0	24.7	21.3	23.4
Average future life expectancy (in years) at age 65 for non-pensioner assumed to be aged 45 at the valuation date	24.0	26.4	22.3	24.9

Some of the key financial assumptions adopted by the actuary for the valuation of members' benefits at the 2019 valuation are set out below:

<b>Financial Assumptions (p.a.)</b>	<b>31 March 2016</b>	<b>31 March 2019</b>
<b>Benefit increases and CARE revaluation (CPI)</b>	2.1%	2.3%
<b>Salary increases</b>	2.6%**	3.0%**

\*CPI plus 0.4%

\*\*CPI plus 0.7%

### Funding level and position

The table below shows the detailed funding level for the 2019 valuation:

#### Employer contribution rates

	As at 31 March	
	2016	2019
Primary Rate (net Employer Future Service Cost)	18.2%	19.8%
Secondary Rate (Past Service Adjustment – 17-year spread)	6.8%	3.0%
<b>Total Contribution Rate</b>	<b>25.0%</b>	<b>22.8%</b>

The Primary rate above includes an allowance for administration expenses of 0.5% of pay. The employee average contribution rate is 6.6% of pay. The table below shows the funding position as at 31 March 2019.

	As at 31 March 2016	As at 31 March 2019
<b>Past Service Funding Position at 31 March</b>		
<b>Past Service Liabilities</b>	£m	£m
Employees	(324)	(323)
Deferred Pensioners	(221)	(287)
Pensioners	(456)	(531)
	(1,001)	(1,141)
Market Value of Assets	772	1,022
<b>Funding Deficit</b>	<b>(228)</b>	<b>(119)</b>
<b>Funding Level</b>	<b>77%</b>	<b>90%</b>

### Present value of funded obligation

## PENSION FUND ACCOUNTS

The actuarial value of promised retirement benefits at the accounting date, calculated in line with International Accounting Standard 19 Employee Benefits (IAS 19) assumptions, is estimated to be **£1,501m** as at 31 March 2020 (31 March 2019: £1,676m). This figure is used for statutory accounting purposes by the Pension Fund and complies with the requirements of IAS 26 Accounting and Reporting by Retirement Benefit Plans. The assumptions underlying the figure are as per the IAS 19 assumptions above.

The figure is prepared for the purposes of IAS 26 and has no validity in other circumstances. It is not relevant for calculations undertaken for funding purposes and setting contributions payable to the Fund, which is carried out on a triennial basis.

The LGPS benefit structure is currently under review following the Government's loss of the right to appeal the McCloud and other similar court cases. Additional prudence has built into funding plans to allow for the McCloud ruling so the gross pension liability of £1,501m takes this into account.

As a result of the Government's introduction of a single-tier state pension (STP), there is currently uncertainty around who funds certain elements of increases on Guaranteed Minimum Pensions (GMP) for members reaching State Pension Age after 6 April 2016. As part of the introduction of STP, the Government confirmed that public service pension schemes, including the LGPS, will be responsible for funding all increases on GMP as an 'interim solution' so this has been factored into the liabilities.

### Total contribution rate

The table below shows the minimum total contribution rates, expressed as a percentage of pensionable pay, which was applied to the 2019/20 accounting period:

<b>Scheduled Bodies</b>	<b>Rate %</b>	<b>Admitted Bodies</b>	<b>Rate %</b>
Barking College	25.3	Aspens	31.3
Dorothy Barely Academy	18.7	Aspens 2	36.1
Eastbury Academy	23.6	B&D Citizen's Advice Bureau	43.0
Elutec	20.0	BD Corporate Cleaning	27.8
Goresbrook Free School	15.6	BD Schools Improvement Partnership	27.7
Greatfields Free School	23.5	BD Together	27.8
James Cambell Academy	22.8	BD Management Services	27.8
LBBB	23.5	Be First	27.0
Partnership Learning	21.9	Cleantech	28.1
Pathways	23.7	Caterlink	34.0
Riverside Bridge	17.7	Elevate East London LLP	21.3
Riverside Free School	17.6	Laing O'Rourke	28.1
Riverside School	17.3	Lewis and Graves	23.5
St Joseph's Dagenham	26.0	Schools Offices Services Ltd	24.4
St Joseph's Barking	24.6	Sports Leisure Management	22.2
St Margarets Academy	23.0	The Broadway Theatre	31.1
St Theresa's Dagenham	28.7	Town and Country Cleaners	24.7
Sydney Russell	20.5		
Thames View Infants Academy	18.1		
Thames View Junior Academy	20.0		
University of East London	28.6		
Warren Academy	24.4		

## PENSION FUND ACCOUNTS

The financial statements do not take account of liabilities to pay pensions and other benefits after the period end.

### 21. Valuation of financial instruments carried at fair value

The valuation of financial instruments has been classified into three levels, according to the quality and reliability of information used to determine fair values. There were no transfers between levels during 2019/20.

#### Level 1

Financial instruments at Level 1 are those where the fair values are derived from unadjusted quoted prices in active markets for identical assets or liabilities. Products classified as level 1 comprise quoted equities, quoted fixed securities, quoted index linked securities and unit trusts.

Listed investments are shown as bid prices. The bid value of the investment is based on the bid market quotation of the relevant stock exchange. The total financial instruments held by the Fund at **Level 1 were £766.7m**

#### Level 2

Financial instruments at Level 2 are those where quoted market prices are not available, for example, where an instrument is traded in a market that is not considered to be active, or where valuation techniques use inputs that are based significantly on observable market data. Pending trade sales from the funds pooled alternative manager has been classified as Level 2. The total financial instruments held by the fund at **Level 2 were £8.7m**.

#### Level 3

Financial instruments at Level 3 are those where at least one input could have a significant effect on the instrument's valuation is not based on observable market data.

Such instruments would include unquoted equity investments and hedge fund or funds, which are valued using various valuation techniques that require significant judgement in determining appropriate assumptions. The Fund's infrastructure manager has been classified as level 3 as valuations are based on a variety of assumptions and the assets held do not have a readily identifiable market.

The values of the investment in infrastructure is based on the net asset value provided by the fund manager. Assurances over the valuation are gained from the independent audit of the value. The total financial instruments held by the Fund at **Level 3 were £217.9m**.

#### Asset Valuation Hierarchy and Basis of Valuation

Description of asset	Valuation hierarchy	Basis of valuation	Observable and unobservable inputs
Fixed Income Unit Trusts	Level 1	Published bid market price ruling on the final day of the accounting period	Not required
Equity Unit Trust	Level 1	Market value based on current yields	Not required
Absolute Return Funds	Level 1	Closing bid value on published exchanges	Not required
Property Unit Trust	Level 3	Closing bid price where bid and offer prices are published. Closing single price where single price published	NAV-based pricing set on a forward pricing basis

## PENSION FUND ACCOUNTS

Other Investment - Infrastructure	Level 3	Closing bid price where bid and offer prices are published. Closing single price where single price published	NAV-based pricing set on a forward pricing basis
Other Investment - Private Equity	Level 3	Closing bid price where bid and offer prices are published. Closing single price where single price published	NAV-based pricing set on a forward pricing basis
Other Investment - Hedge Funds	Level 3	Closing bid price where bid and offer prices are published. Closing single price where single price published	NAV-based pricing set on a forward pricing basis

### Sensitivity of assets valued at Level 3

Having analysed historical data and current market trends, and consulted with independent investment advisors, the fund has determined that the valuation methods described above are likely to be accurate to within the following ranges, and has set out below the consequent potential impact on the closing value of investments held at 31 March 2020.

Description of asset	Assessed valuation range	Value at 31 March 2020	Value on Increase	Value on Decrease
	%	£000s	£000s	£000s
Property Unit Trust	10	59,985	65,983	53,986
Other Investment - Infrastructure	15	92,913	106,850	78,976
Other Investment - Private Equity	15	34,436	39,601	29,270
Other Investment - Hedge Funds	15	30,533	35,113	25,953
		217,867	247,547	188,185

The potential movement of 10% for Property Unit Trusts represents a combination of the following factors, which could all move independently in different directions:

- Rental increases +/- 4%
- Vacancy levels +/- 2%
- Market prices +/- 3%
- Discount rates +/-1%

All movements in the assessed valuation range derive from changes in the underlying profitability of component companies, the range in the potential movement of 15% is caused by how this profitability is measured since different methods (listed in the first table of Note 21 above) produce different price results.

## 22. Events after the Reporting Period

### McCloud Ruling

In December 2018 the Court of Appeal ruled that transitional provisions which were put in place under reforms to both the Judges' and Firefighters' Pension Schemes discriminated against a group of members on the grounds of age. Although this ruling did not relate directly to the LGPS, the LGPS also put in place protections for older members as part of the reforms which came into effect from 2014. The UK Government confirmed on 15 July 2019 that, alongside the process to remedy the Fire and Judiciary schemes, it will also bring forward proposals to address the issue for the other public service pension schemes, including the LGPS. It is unclear at this stage what the exact extent will be of the required changes to the LGPS.

## PENSION FUND ACCOUNTS

### Covid-19

On 11th March 2020 the World Health Organisation declared a pandemic caused by the Covid-19 virus. Measures taken by governments around the world to contain the spread of Covid-19, resulted in a significant drop-in economic activity and this then led to big falls in global markets and market volatility. Governments and Central Banks around the world introduced fiscal and monetary action to stabilise economies leading to a sharp increase in government borrowing.

Subsequently markets have shown resilience, with equities rebounding back to pre-pandemic levels, but there remains a number of uncertainties around how sustained the recovery will be. The sensitivity of the Funds' investments to market movements is shown in note 27. The Fund has a long-term time horizon and its strategic asset allocation reflects this.

Following the 2019 triennial valuation of the Fund, the Pensions Committee will review the investment strategy in 2020/21, which will take into account the impact of Covid-19 and other macro risks.

Employer contributions have not been revisited but the situation is being kept under review and all employers will be informed of any potential implications.

### **23. Related parties**

The Fund is a related party of the Council as the following transactions are controlled by the Council. Pension administration and investment management costs of **£642.3k** (2018/19: £751.1k) are charged by the Council.

### **24. Contingent Asset and liabilities**

As at 31 March 2020 there were no contingent assets or liabilities.

### **25. Compensation of key management personnel**

Compensation of key management personnel, including members of the Pension Committee, the Chief Operating Officer, the Director of Finance, the Investment Fund Manager, Pension Fund Accountant and Senior Treasury Accountant, charged to the Fund are provided below:

	2018/19 £000	2019/20 £000
Short Term employee benefits	231.7	<b>189.1</b>
<b>Total</b>	<u>231.7</u>	<u><b>189.1</b></u>

### **26. Financial Instruments**

Accounting policies describe how different asset classes of financial instruments are measured, and how income and expenses, including fair value gains and losses, are recognised. The following table analyses the carrying amounts of financial assets and liabilities (excluding cash) by category and net assets statement heading. No financial assets were reclassified during the accounting period. The authority has not entered into any financial guarantees that are required to be accounted for as financial instruments.

## PENSION FUND ACCOUNTS

	Designated as fair value through profit and loss	Financial assets at amortised cost 2018/19	Financial liabilities at amortised cost	Designated as fair value through profit and loss	Financial assets at amortised cost 2019/20	Financial liabilities at amortised cost
	£000	£000	£000	£000	£000	£000
<b>Financial assets</b>						
Pooled Fixed Income		-	-	<b>103,587</b>	-	-
Unit Trusts	100,688				-	
Equities	552,304	-	-	<b>496,062</b>	-	-
Property Unit Trusts	64,151	-	-	<b>59,985</b>	-	-
Cash		8,620	-		(1,602)	-
Other investments	315,938	-	-	<b>325,845</b>	-	-
Pending Trade Sales	-	-	-		<b>9,303</b>	-
<b>Total Financial Assets</b>	<b>1,033,081</b>	<b>8,620</b>	<b>-</b>	<b>985,479</b>	<b>7,701</b>	<b>-</b>
<b>Financial Assets - Debtors</b>			825			1,052
<b>Financial liabilities - Creditors</b>			(20,624)			(20,570)
<b>Total Net Assets</b>	<b>1,033,081</b>	<b>8,620</b>	<b>(19,799)</b>	<b>985,479</b>	<b>7,701</b>	<b>(19,518)</b>

### 27. Nature and extent of risks arising from Financial Instruments

The Fund activities expose it to a variety of financial risks, including:

- **Market risk** – the possibility that financial loss might arise from the Fund's as a result of changes in such measures as interest rates or stock market movements;
- **Interest rate risk** – the risk that interest rates may rise/fall above expectations;
- **Credit risk** - the risk that other parties may fail to pay amounts due;
- **Liquidity risk** – the risk that the Fund may not have funds available to meet its commitments to make payment; and
- **Refinancing risk** – the risk that the Fund might be required to renew a financial instrument on maturity at disadvantageous interest rates or terms.

The Fund's primary long-term risk is that the Fund's assets will fall short of its liabilities (i.e. promised benefits payable to members). Therefore, the aim of investment risk management is to minimise the risk of an overall reduction in the value of the Fund and to maximise the opportunity for gains across the whole Fund portfolio. The Fund achieves this through asset diversification to reduce exposure to market risk (price risk, currency risk and interest rate risk) and credit risk to an acceptable level.

In additions, the fund manages its liquidity risk to ensure there is sufficient liquidity to meet the Fund's forecast cash flows. The Council manages these investment risks as part of its overall pension Fund risk management programme.

Responsibility for the Fund's risk management strategy rests with the Fund's Committee. Risk management policies have been established to identify and analyse the risks faced by the Council's pensions operations. Policies are reviewed regularly to reflect changes in activity and in market conditions.



## PENSION FUND ACCOUNTS

### Risk and risk management

#### Market risk

Market risk is the risk of loss from fluctuations in equity prices, from interest and foreign exchange rates and from credit spreads. The Fund is exposed to market risk predominantly from its equity holdings. The level of risk exposure depends on market conditions, expectations of future price and yield movements and the asset mix. The objective of the Fund's risk management strategy is to identify, manage and control market risk exposure within acceptable parameters, whilst optimising the return on risk.

In general, excessive volatility in market risk is managed through the diversification of the portfolio in terms of geographical and industry sectors and individual securities. To mitigate market risk, the Council and its investment advisors undertake appropriate monitoring of market conditions and benchmark analysis. The Fund manages these risks in two ways:

- Fund's exposure to market risk is monitored by reviewing the Fund's asset allocation; and
- Specific risk exposure is limited by applying maximum exposures to individual investments.

#### Other price risk

Other price risk represents the risk that the value of a financial instrument will fluctuate as a result of changes in market prices (other than those arising from interest rate risk or foreign exchange risk), whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting all such instruments in the market.

The Fund is exposed to share and derivative price risk. This arises from investments held by the Fund for which the future price is uncertain. All securities investments present a risk of loss of capital. The maximum risk resulting from financial instruments is determined by the fair value of the financial instruments.

The Fund's investment managers mitigate this price risk through diversification and the selection of securities and other financial instruments is monitored by the Council to ensure it is within limits specified in the Fund investment strategy.

#### Other price risk - sensitivity analysis

Potential price changes are determined based on the observed historical volatility of asset class returns. Riskier assets such as equities will display greater potential volatility than bonds as an example, so the overall outcome depends largely on Funds' asset allocations.

The potential volatilities are consistent with a one standard deviation movement in the change in value of the assets over the latest three years. This can then be applied to the period end asset mix. The Council has determined that the following movements in market price risk are reasonably possible for the 2019/20 reporting period.

Asset Class	One Year Expected Volatility (%)	Asset Class	One Year Expected Volatility (%)
Global Pooled Inc UK	13.1	Alternatives	6.6
Total Bonds	5.2	Cash	1.0
Property	2.3		

The sum of the monetary impact for each asset class will equal the total Fund impact as no allowance has been made for diversification of the one-year standard deviation for a single



## PENSION FUND ACCOUNTS

currency. Had the market price of the Fund investments increased or decreased in line with the above, the change in the net assets available to pay benefits in the market price would have been as follows (the prior year comparator is shown below):

Asset Type	Value as at 31 March 2020 £000	% Change	Value on Increase £000	Value on Decrease £000
Pooled Fixed Interest Securities	103,588	5.2	108,956	98,220
Pooled Equity Investments	496,063	13.1	560,951	431,174
Pooled Property	59,985	2.3	61,342	58,628
Pooled Absolute Return	168,606	6.6	179,671	157,542
Infrastructure	92,913	6.6	99,011	86,816
Other Investments	64,326	6.6	68,547	60,105
Cash	(1,602)	1.0	(1,617)	(1,586)
Pending Trade Sales	9,303	6.6	9,913	8,693
<b>Total</b>	<b>993,182</b>		<b>1,086,774</b>	<b>899,592</b>

Asset Type	Value as at 31 March 2019 £000	% Change	Value on Increase £000	Value on Decrease £000
Pooled Fixed Interest Securities	100,688	4.52	105,240	96,137
Pooled Equity Investments	552,304	10.01	607,590	497,018
Pooled Property	64,150	2.32	65,639	62,663
Pooled Absolute Return	172,455	3.92	179,215	165,695
Infrastructure	74,419	3.92	77,336	71,502
Other Investments	69,064	3.92	71,771	66,356
Cash	8,621	0.01	8,623	8,619
<b>Total</b>	<b>1,041,701</b>		<b>1,115,412</b>	<b>967,990</b>

### Interest rate risk

The Fund invests in financial assets for the primary purpose of obtaining a return on investments. These investments are subject to interest rate risks, which represent the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Fund's interest rate risk is monitored by the Council and its investment advisors in accordance with the Fund's risk management strategy, including monitoring the exposure to interest rates and assessment of actual interest rates against the relevant benchmarks.

The Fund's direct exposure to interest movements as at 31 March 2019 and 31 March 2020 is set out below. These disclosures present interest rate risk based on the underlying financial assets at fair value:

Asset type	As at 31 March 2019 £000	As at 31 March 2020 £000
Cash and cash equivalent	8,621	(1,602)
Fixed interest securities	100,688	103,587
<b>Total</b>	<b>109,309</b>	<b>101,985</b>

### Interest rate risk sensitivity analysis

## PENSION FUND ACCOUNTS

The Council recognises that interest rates can vary and can affect both income to the Fund and the value of the net assets available to pay benefits. A 100-basis point (BPS) movement in interest rates in consistent with the level of sensitivity applied as part of the Fund's risk management strategy.

The Fund's investment advisor has advised that long-term average rates are expected to move less than 100 BPS from one year to the next and experience suggests that such movements are likely. The analysis that follows assumes that all other variables, in particular exchange rates, remain constant, and shows the effect in the year on the net assets available to pay benefits of a +/- 100 BPS change in interest rates:

Asset type	Carrying amount as at 31 March 2020 £000	Change in year in the net assets available to pay benefits	
		+100 BPS £000	-100 BPS £000
Cash and cash equivalent	(1,602)	(16)	16
Fixed interest securities	103,587	1,036	(1,036)
<b>Total</b>	<b>101,985</b>	<b>1,020</b>	<b>(1,020)</b>

Asset type	Carrying amount as at 31 March 2019	Change in year in the net assets available to pay benefits	
		+100 BPS	-100 BPS
Cash and cash equivalent	8,621	86	(86)
Fixed interest securities	100,688	1,007	(1,007)
<b>Total</b>	<b>109,309</b>	<b>1,093</b>	<b>(1,093)</b>

### Currency risk

Currency risk represents the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Fund is exposed to currency risk on financial instruments that are denominated in any currency other than the functional currency of the Fund (sterling). The Fund holds both monetary and non-monetary assets denominated in currencies other than sterling.

The Fund's currency rate risk is routinely monitored by the Council and its investment advisors in accordance with Fund's risk management strategy, including monitoring the range of exposure to currency fluctuations.

### Liquidity risk

Liquidity risk represents the risk that the Fund will not be able to meet its financial obligations as they fall due. The Council therefore takes steps to ensure that the Fund has adequate cash resources to meet its commitments. This will particularly be the case for cash from the cash flow matching mandates from the main investment strategy to meet the pensioner payroll costs; and also cash to meet investment commitments.

The Pension Committee Members are aware of the cash flow pressures that are affecting the Fund. These include the potential for a reduction in Fund current members from the significant savings the LBBD needs to make in the coming years and from an increase in pension payments due to increased pensioner numbers and as a result of the pricing index exceeding salary increases. Members receive a quarterly report on the Fund's cash flow and have agreed to utilise distributions from property and infrastructure to fund future investments and to cover any cash flow shortfalls.

## PENSION FUND ACCOUNTS

Where there is a long-term shortfall in net income into the Fund, investment income will be used to cover the shortfall. All financial liabilities at 31 March 2020 are due within one year.

### Refinancing risk

The key risk is that the Council will be bound to replenish a significant proportion of the Fund's financial instruments at a time of unfavourable interest rates. The Council does not have any financial instruments that have a refinancing risk as part of its treasury management and investment strategies.

### Credit Risk

Credit risk represents the risk that the counterparty to a transaction or a financial instrument will fail to discharge an obligation and cause the Fund to incur a financial loss. The market values of investments generally reflect an assessment of credit in their pricing and consequently the risk of loss is implicitly provided for in the carrying value of the Fund's financial assets and liabilities.

In essence the Fund's entire investment portfolio is exposed to some form of credit risk, with the exception of the derivatives positions, where the risk equates to the net market value of a positive derivative position. However, the selection of high-quality counterparties, brokers and financial institutions minimises credit risk that may occur through the failure to settle a transaction in a timely manner.

The Fund's internally managed cash is invested by the Council's treasury team. Deposits are not made with banks and financial institutions unless they meet the council's credit criteria. The council has also set limits as to the maximum percentage of the deposits placed with any one class of financial institution. In addition, the council invests an agreed percentage of its funds in the money markets to provide diversification. Money market funds chosen all have AAA rating from a leading ratings agency.

## 28. London Borough of Barking and Dagenham (LBBD)

The Fund is administered by LBBD. Consequently, there is a strong relationship between the Council and the Fund.

The Council incurred administration and investment management costs of **£642.3k** (2018/19 £751.1k) in relation to the administration of the Fund and was subsequently reimbursed by the Fund for these expenses. The Council is also the single largest employer of members of the Fund and contributed **£24.4m** to the Fund in 2019/20 (2018/19 £23.6m). All monies owing to and due from the Fund were paid in year.

In 2019/20 the Council prepaid two-years' worth of employer contributions, totalling **£40.0m**. As at 31 March 2020 one-year worth of prepaid employer's contribution remained, totalling **£20.0m**, with the Fund and this has been included as a prepayment in the Fund's debtors.

# **Barking & Dagenham**

## **Group Accounts**

**for the year ended  
31st March 2020**

# **TO FOLLOW**

DRAFT

# **Barking & Dagenham**

## **Annual Governance Statement 2019-20**

**Local Audit and Accountability Act 2014 &  
Accounts and Audit Regulation 2015**

# ANNUAL GOVERNANCE STATEMENT

## Introduction

This document is a review of our governance framework and of the effectiveness of our systems of internal control and risk management. It enables the Council to monitor whether these have led to the delivery of appropriate, cost effective services producing best value and the achievement of its objectives. In doing this, it also considers the legal framework and responsibilities of the Council.

Part of this statement therefore explains how the London Borough of Barking and Dagenham (LBBD) currently meets the requirements of regulation 6(1) (a) and (b) of the Accounts and Audit Regulations 2015 in relation to the review of effectiveness of its systems of internal control and the production of an *Annual Governance Statement* (AGS).

Coupled with these requirements is the need for a wider statement which indicates the degree to which the Council's governance arrangements follow the proper practices in relation to accounts as set out in the revised document *Delivering Good Governance in Local Government: Framework* (CIPFA/Solace, 2016) ('the Framework') these are:

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

Principle B - Ensuring openness and comprehensive stakeholder engagement.

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

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

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

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

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

This AGS enables stakeholders to be assured that decisions are properly made and public money is being properly spent on citizens' behalf. It is based on evidence obtained across the Council about the robustness of the Council's governance arrangements and its systems of internal control. This evidence builds on the assurance gathering process that has been in place since the requirement to produce a Statement on Internal Control began and the comments of the Council's Senior Leadership Team (SLT) in relation to statements provided by their Senior Managers.

## ANNUAL GOVERNANCE STATEMENT

There are five Sections in this AGS:

- |                  |   |
|------------------|---|
| <b>Section 1</b> | Sets out the scope of responsibility and the purpose of the governance framework;   |
| <b>Section 2</b> | Describes and assesses the effectiveness of the key elements of the systems and processes that comprise the Council's governance arrangements;            |
| <b>Section 3</b> | Presents an opinion of the level of assurance of the Council's governance arrangements and the effectiveness of the Council's governance arrangements;    |
| <b>Section 4</b> | Sets out any significant governance issues that need to be addressed and how any issues from the previous year's governance statement have been resolved; |
| <b>Section 5</b> | The Conclusion – a commitment to monitoring implementation for the next AGS review.   |



# ANNUAL GOVERNANCE STATEMENT

## Section 1

***The scope of responsibility and the purpose of the Council's governance framework.***

### Scope of Responsibility

The Council is responsible for ensuring that its business is conducted in accordance with the law and proper public-sector standards, that public money is safeguarded and properly accounted for. The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

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

### The Purpose of the Governance Framework

The governance framework comprises the culture and values, coupled with its systems, processes and controls that the authority uses to engage with and lead the community. Its purpose is to enable the Council to monitor the achievement of its strategic objectives and consider whether those objectives have led to the delivery of appropriate, cost-effective services.

The system of internal control is a significant part of the governance framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk or a failure to achieve policies, aims and objectives (without a significant increase in resources and control functions) and so achieves a reasonable rather than an absolute assurance of effectiveness.

It is based on an ongoing process designed to identify and prioritise the risks to achievement of LBBD's policies, aims and objectives; to evaluate the likelihood of those risks being realised; the impact should they be realised; and then to manage them efficiently, effectively and economically.

The Council has a local Code of Corporate Governance revised in spring 2017 to take account of the revised and new *Delivering Good Governance in Local Government: Framework* (CIPFA/Solace, 2016).

The governance framework has been in place for the year ended 31 March 2020 and up to the date of approval of the audited Statement of Accounts.

## Section 2

***Key elements of the Council's systems and processes and their effectiveness - these are described in more detail below.***

***The Council's Governance mission is to ensure the business of the Council is carried out within the law and to proper standards ensuring that public funds and resources are used to the best effect economically, effectively and efficiently with the goal of continuous improvement.***

### **a) The Council's Vision and Priorities**

The vision and priorities for the London Borough of Barking and Dagenham (LBBD) represents the Council's shared vision for the borough with its priorities setting out its role in place shaping and enabling community leadership within the context of a significantly reducing budget.

The understanding that everyone has a part to play in the future of the borough fuelled the creation of the Borough Manifesto, the Council's aspirational, community-led and community-owned vision for the future of the borough over the next twenty years. The

Manifesto will be delivered by strengthened local partnerships and new relationships to collaborate and take a place-based approach to overcome our biggest challenges. In order to realise that twenty-year vision by 2037, the Council must first build the foundations and make certain progress by 2022. The Corporate Plan sets out how that journey is started. The foundations in the redesign of the Council have now been created and changes now need to be made to culture, thinking and approach to service delivery, commissioning and partnership working.

For 2019/20 the Council set the vision for the borough as being:

### **One borough; One community; no-one left behind**

With the priorities being set-out under 4 themes:

#### **Theme 1: A New Kind of Council**

Priorities:

1. Build a well-run organisation
2. Ensure relentlessly reliable services
3. Develop place-based partnerships

#### **Theme 2: Empowering People**

Priorities:

1. Enable greater independence & protect the most vulnerable
2. Strengthen our services for all
3. Intervene earlier

#### **Theme 3: Inclusive Growth**

Priorities:

1. Develop our aspirational and affordable housing offer
2. Shape great places and strong communities through regeneration
3. Encourage enterprise and enable employment

#### **Theme 4: Citizenship and Participation**

Priorities:

1. Harness culture and increase opportunity
2. Encourage civic pride and social responsibility
3. Strengthen partnerships, participation and a place-based approach

More detail on the vision and priorities is set out on the Council's website

[www.lbdd.gov.uk/vision-and-priorities](http://www.lbdd.gov.uk/vision-and-priorities)

At the launch of the Borough Manifesto in July 2017, it was agreed that the Barking and Dagenham Delivery Partnership would report on progress towards targets and aspirations on an annual basis. The second conference took place in October 2019 when over 100 partners came together to discuss the progress they had collectively made over the past year towards achieving the vision of the Borough Manifesto, and the opportunities in the year ahead.

The Corporate Plan also sets out the Council's performance framework. Progress against delivery of the Corporate Plan is monitored through the performance management framework, which was reported to the Corporate Strategy Group and Cabinet on a quarterly basis during 2019/20 (six monthly from April 2020) and periodically to the Audit and Standards Committee. The Cabinet

Member for Performance also has the opportunity to provide constructive challenge to any Cabinet colleague via the Council's performance challenge sessions.

The 2019-20 financial year saw continued organisational change and transformation. The Council has made further progress in moving towards becoming a new kind of council, a commissioning-based organisation based on service blocks that went live in 2017-18. The structure has four delivery options which include; directly managed services, commissioned services, contracted services, and external suppliers which are all supported by a strategic 'core'.

The Corporate Plan is a key document to ensure the Council has a co-ordinated approach to delivering the vision and priorities and makes the best use of the resources available. The plan sets out 62 Key Accountabilities focused on the Council's priorities, alongside 52 Key Performance Indicators (KPIs) that were monitored in 2019/20 as part of a quarterly report to Senior Leadership Team and Cabinet. The Key Accountabilities have been identified in consultation with Cabinet Members and represent projects that are integral to the delivery of the overall priorities and running of the Council. Key Performance Indicators (KPIs) have also been developed to support delivery of our key priorities, as well as monitor performance of frontline services.

The KPI's were last revised in 2018/19 for the four-year Corporate Plan 2018-22 as the Council moves further towards delivering services through an outcomes-based commissioning model. The Corporate Plan is available on the Council's website and a new plan was agreed by the Assembly in May 2020 although that is outside of the period covered by this review.

### b) Our Values

In the delivery of the Council's business, it has developed values which continue to be embedded across the organisation and underpin all Council activity. These values have been developed by staff and represent how the Council aims to conduct its business. The values are called '**DRIVE**' and they expect everyone to:

- Deliver our best every day – and do what we have promised
- Respond in a prompt, positive way to our community's needs
- Inspire others with our attitudes and actions
- Value people for who they are and what they can do
- Engage with others to improve our resilience and flexibility

### c) Performance Management

Performance management is delivered by the corporate performance management framework which has been developed to ensure that we continue to monitor the effectiveness of our actions, whilst demonstrating how the Council's strategies are being translated into plans and outcomes. It also helps to identify if any risks are materialising where performance indicators are not showing the level of progression anticipated. Our performance management arrangements tackle underperformance and the process supports continuous service improvement. The corporate performance management framework is set out in the Corporate Plan; the key document to monitor progress and delivery of the vision and priorities. Progress for the KPIs and Key Accountabilities set out in the Corporate Plan are reported quarterly to Corporate Performance Group and Cabinet.

In addition to this, each service produces a business plan setting out the service level objectives, actions to achieve the objectives, contribution to the vision and priorities, budget and risks. The business plans, service level objectives and KPIs are monitored through each service block. The focus has changed in recent years to developing commissioning mandates which align to the Corporate Plan and Borough Manifesto priorities. The final element of performance management is individual objectives. The actions required to deliver business plan objectives are reflected in team and individual plans forming the basis of annual and interim appraisals. Appraisals are scored to

## ANNUAL GOVERNANCE STATEMENT

reflect individual performance and the contribution towards the delivery of the Council's priorities. Regular team meetings and one-to-ones support the monitoring of delivery. Corporate quarterly monitoring provides senior managers and Members with an overview of the Council's direction of travel.

To further ensure effective performance delivery and value for money, Internal Audit assessments are carried out as a third line of defence using a combination of in-house and externally sourced professionals.

There are a number of Corporate Groups/Boards, each chaired by the Chief Executive or a member of the Council's Senior Leadership Team, they are:

- Corporate Strategy Group
- Corporate Performance Group
- Corporate Assurance Group
- Leadership Group

In addition, the Council has the following boards to deliver on operational, strategic and performance matters:

- Workforce Board
- Procurement Board
- Customer & Information Management Board
- Investment Panel (see below)

The Council operates an overview and scrutiny function, which allows Members to challenge decision makers, scrutinise performance, review important policies and advocate on behalf of the community.

Following changes to the Council's constitution in May 2018, the Council's Overview and Scrutiny functions are fulfilled by the Overview and Scrutiny Committee, except for health-related matters which are the responsibility of the Health Scrutiny Committee. The Overview and Scrutiny Committee supports the work of the Cabinet and the Council as a whole by considering and making recommendations through the scrutiny review process; scrutinising key decisions made by the Cabinet and other decisionmakers; and holding them to account and reviewing matters relating to a wide range of partner organisations.

One of the Cabinet portfolios, Finance, Performance and Core Services, looks at how the Council is meeting its objectives and where there are areas for improvement. Alongside this are the quarterly performance challenge sessions and monthly 'deep dives'. The quarterly challenge sessions allow for performance to be effectively discussed with the consideration of actions to tackle underperformance. All portfolio holders attend the session and present the performance of the Key Performance Indicators (KPIs) and Key Accountabilities for their portfolios to the Cabinet Member for Corporate Performance & Delivery, the Leader and Chief Executive. Through the monthly 'deep dive' sessions, focus is given to specific areas of concern and used to discuss the reasons for underperformance and what actions are being taken to deliver improvements.

### **d) Council Constitution & Rules and Regulations**

The Council's Constitution sets out the roles and responsibilities of officers and Members. It provides details about how decisions are made and who can make them. It also contains the rules for managing the finances and resources effectively. The Council has adopted the strengthened Leader model and, under this model, the Council's executive functions are discharged by the Cabinet as a collective body, by the Leader of the Council or delegated to officers. It provides clear accountability, effective leadership and decision making to drive forward service delivery. The Assembly retains strategic decision-making powers such as the budget framework.

## ANNUAL GOVERNANCE STATEMENT

In addition, the Council has a Health and Wellbeing Board established under the Health and Social Care Act 2012. It is an executive committee with a specific primary duty to encourage those who arrange for the provision of health or social care to work in an integrated manner. Membership is a combination of Cabinet Members and prescribed appointees. The board is a forum where key leaders from the Barking and Dagenham health and social care system work to improve the health and wellbeing of local residents and reduce health inequalities. It has an agreed set of priorities – these are outlined in the borough's Health and Wellbeing Strategy.

The Council has recently created five arm's-length companies. These are:

- BeFirst - a council-owned regeneration company, to work with the flexibility of the private sector and the ethos of the public sector to accelerate the pace and scale of our regeneration while ensuring it remains inclusive established to deliver the real estate development of Social Housing and Regeneration Schemes in a faster timeline than the Council was able to;
- Reside - a council-owned municipal housing company, providing genuinely affordable homes to local working people, catering for those on a range of different incomes.
- B&D Energy – a council-owned green energy company, has been established to offer sustainable heat and power to new housing developments within the borough and surrounding areas.
- B&D Trading Partnership (BDTP) - a council-owned company that manages the workforce for Facilities Management and Catering and offers maintenance and catering services to business and government bodies with the area; and
- B&D Schools Improvement Partnership (BDSIP) – a company owned by the Council and a number of schools, with the aim of providing services to schools to improve outcomes for pupils.

Each company has signed a shareholders' agreement. This sets out the responsibilities of the company in areas such as operating parameters and required output. Additionally, company directors have signed a members' agreement between themselves and the Council that sets out the code of conduct for directors.

The Council has created a Shareholder Panel as an advisory board to support Cabinet decision making around the Council's role as Shareholder in any Company, wholly or partly owned by the Council. The Panel has the primary aim of managing the Council's shareholder interests in its commercial entities and to ensure the performance of the Companies against agreed Business Plans are satisfactory. The Shareholder Panel provides assurance that all legal Shareholder requirements are fulfilled and through its governance and reporting framework seeks to protect the delivery of the Council's strategic objectives.

Membership of the Shareholder Panel includes Members and Chief Officers and receives quarterly input and performance reports from each of the commercial entities. The Shareholder Panel will periodically report Company performance to Cabinet, with a minimum of one report per Company per annum or as otherwise requested by Cabinet.

The Council also has an Investment Panel made up of Council officers that evaluates the case for investments. The Investment Panel advise the Chief Operating Officer with regards to authorising the release of funds for lending to the companies.

Where key decisions are due to be made the Council publishes details in the Forward Plan prior to the decision-making meeting. Those meetings are open to the public unless exclusion is necessary for reasons of confidentiality under the Local Government Act 1972.

The Council Constitution continues to be kept under constant review and the Assembly agreed a number of amendments in May 2019 which saw a reprogramming of the Assembly to meet six times a year to avoid the four-month gap following the annual meeting and amendments and clarifications of Committee Terms of Reference.



## ANNUAL GOVERNANCE STATEMENT

Alongside the Council's Contract Rules and Officer Scheme of Delegation, the Council has financial regulations which provide details of officers' responsibilities relating to income, expenditure, internal control, risk management and partnerships. To support officers when they made purchases, the Council developed a code of procurement practice. These were all kept under review with a number of independently reviews mechanisms in place to ensure compliance.

The Council had the following statutory officers during 2019/20: Chief Executive (Head of Paid Service), the Chief Operating Officer (Section 151 Officer / Chief Financial Officer) and a Director of Law and Governance (Monitoring Officer), each of whom has the power to refer matters to Assembly if a breach of any regulation has occurred or is anticipated. By law the Council must also appoint a Director of Children's Services and a Director of Adult Services and both roles are served by the Director of People Services. A Director of Public Health is in post and this has been a statutory position since April 2013 with the transfer of the Public Health function to the Council.

The Council's financial arrangements fully conform to the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2010). The Chief Operating Officer was responsible for the proper administration of the Council's financial arrangements during 2019/20 and leads a suitably qualified finance team of officers. The Chief Operating Officer was actively involved in and able to bring influence to bear on all material business decisions to ensure immediate and long-term implications, opportunities and risks, were fully considered and in alignment with the Council's Medium Term Financial Strategy.

### e) Risk Management

Risk management is essential for the Council to be effective in realising its priorities and was well embedded within the Council in 2019/20. It continues to promote innovation in support of strategic objectives - opening the door to the possibility of taking risks to achieve positive outcomes. Proper risk assessment enabled informed decisions about the challenges and risks to be taken and the mitigation of any impacts. It also helped the Council to target its resources to achieve the best possible results with value for money in resources used.

The management of risk was embedded throughout the Council's key governance frameworks in such areas as:

- Key decision making;
- Planning processes;
- Programme and Project management;
- Procurement processes;
- Partnership working arrangements;
- Capital Programme management;
- Change management processes.

In September 2019 a new Risk Management Strategy was approved by Cabinet. The strategy states that 'the LBBD Risk Management vision is that the Council will have a robust system of risk management in place to identify, assess and manage the key risks in the Borough that may prevent it achieving the priorities identified in the Corporate Plan. Effective risk management will be a key management tool for LBBD, that is used to understand and optimise the benefits it can generate from calculated risk taking, as well as helping to avoid and manage unwanted surprises'.

Under the Financial Regulations (Section 5.4.3) Chief Officers are responsible for: 'maintaining risk registers in accordance with the Risk Management policy and framework, issued by the Council's Risk Manager. Chief Officers will regularly review the risks and advise the Council's Risk Manager appropriately of any material changes as they arise'. The Audit and Standards Committee is responsible for 'receiving reports and making appropriate recommendations concerning...risk management', as defined in the Council's Scheme of Delegation.

When the Council-owned companies were established, business cases were presented to Cabinet for the approval and these contained risk registers that looked at the risk around their establishment

## ANNUAL GOVERNANCE STATEMENT

and operation. The Council now has a risk register that includes risks relating to the ownership of the companies including any defined reputational risks and this is now reviewed before each quarterly meeting to update it for changes in the risk profile that occur as business plans are updated and quarterly reports are received. This process is also incorporated into the wider risk management process

### **f) Codes of Conduct**

#### Corporate and Organisation

The Council developed a major revised *Local Code of Corporate Governance* to take account of the CIPFA/ SOLACE 2016 Framework. The Council has an Employees' Code of Conduct supported by a requirement to make declarations of interest and to declare gifts and hospitality. Interests have to be declared by officers above a certain grade and those in certain decision making and procurement positions. Officers are generally recommended to decline gifts and hospitality to ensure that officers were not inappropriately influenced. These codes and processes were made available to staff at their induction, they are on the intranet and online training was available to ensure every staff member understood their responsibilities.

#### Members Codes of Conduct

The Council, within the timescales, duly adopted a local code of conduct which is drafted in accordance with the Nolan Committee's recommendations for standards in public life and revised codes for Planning and Licensing committees have also been introduced to take account of the changes. These have been incorporated into the Constitution and the Register of Members Disclosable Pecuniary Interests successfully established and completed. This has been supported by a Dispensation regime which enables Members to seek Dispensations to take part in meetings where they may have a declarable interest. The Members Code has specific guidance on the issues of gifts and hospitality.

The Localism Act 2011 required that the Council must have in place 'arrangements' under which allegations that a member or co-opted member of the authority or of a Committee or Sub-Committee of the authority who has failed to comply with the Code of Conduct can be investigated and decisions made on such allegations. The arrangements required the Council to appoint at least one Independent Person, that is someone whose views must be sought by the Council before it takes a decision on an allegation which it has decided shall be investigated, and whose views can be sought by the authority at any other stage, or by a member against whom an allegation has been made.

The Council furthers the arrangements required under the Localism Act by its Audit & Standards Committee chaired by an elected Member and composed of elected Members. Complaints are managed by the Monitoring Officer who determines according to the Complaints Procedure whether matters should be reported to the Audit & Standards Committee for full investigation. Complaints are then considered by a Hearing Sub-committee established by the Audit & Standards Committee for that purpose.

The Council's Audit & Standards Committee continued to oversee adherence to the Councillors' Code of Conduct, handled any complaints under this and also monitored compliance with employee related Codes of Conduct. The Audit & Standards Committee receives annually a report from the Monitoring Officer setting out the declarations of gifts and hospitality received by both Members and Officers. All policies and protocols relating to Members and officers as well as members of the public who volunteer to undertake Council activities were reviewed on an annual basis.

### **g) Whistleblowing and Members Complaints Process**

The Council has a robust whistle blowing procedure which is actively promoted within the Council. The whistleblowing policy was last reviewed and updated in September 2019. Complaints against Members were handled in confidence and according to the strict timetable and procedure set out in

## ANNUAL GOVERNANCE STATEMENT

the Code of Conduct and Complaints Procedure. There were three complaints against individual Members, all of which were dismissed at the first stage by the Monitoring Officer by reason of no evidence of a breach. One of these was subsequently withdrawn.

The Audit and Standards Committee maintains an ongoing review of complaints made, patterns and outcomes which are considered as a regular business item during the Committee cycle.

### **h) Training and Development**

#### Member Induction

The Council has an Induction Programme, based around the key priorities identified by Members and senior officers. This includes a pre-election event for prospective candidates to ensure they understood in advance, the role and responsibilities of being a councillor and the training support they can expect.

Extensive Induction handbooks are produced for all Members, and there is a tailored version for Cabinet Members. There is training for Development Control, Licensing and Personnel Boards and members of Select Committees at the beginning of each municipal year with update sessions as required. Bespoke training for members of the Pensions Panel is also arranged.

There are all-Member training programmes for internal events. External learning events and mentoring is supported particularly for holders of key positions such as Cabinet and Chairs of Boards and Select Committees. The Induction programme for the new Members includes an intensive training programme and written information on a range of topics including standards and promoting democracy.

#### The Member Development Programme

The Council has a Member Development Programme based around the key priorities identified by Members and senior officers. In addition, the Member Development Group (which includes nine Members) meets quarterly to review member training needs, and officers review requirements with the Organisation and Member Development Officer. The Members Role Profiles list the knowledge and skill requirements for different positions and expected areas of learning and development.

The Member Development Programme is overseen by the Member Development Group. This is comprised of Members from Cabinet and a range of back bench Members from different boards and committees to ensure any new learning needs are quickly noted and addressed including the Council's Monitoring Officer. A full programme of Induction and follow-up training and briefings are arranged for all Members. There are a mix of skills-based and knowledge-based sessions. There is a detailed process for inducting the newly-elected Cabinet Members. This includes the use of Peer Mentors for the Cabinet and the opportunity for all members to develop a bespoke personal development plan.

Cabinet Members, Committee Chairs and Deputies are offered the opportunity to attend the full Local Government Association (LGA) Leadership Academy Programmes which are designed specifically for councillors. Newly-elected councillors are offered the opportunity to attend introductory Leadership Academy residential weekends. There is a designated officer who co-ordinates the development programme and assesses training needs. Training is supplemented through weekly electronic Member Briefings, information from London Councils as well as the Council and LGA's suites of e-learning programmes.

All Select Committee members have training as part of their induction agendas and agreed specific training during the year to remain current and to address identified needs. Induction training was provided for newly appointed Members of all quasi-judicial boards, some of which was assessed.

The Council was accredited with the London Charter Plus for Member Development in April 2017. Charter Plus is a nationally recognised structured quality framework which assesses the processes,



## ANNUAL GOVERNANCE STATEMENT

impact and effectiveness of member development. Following extensive desktop and interview assessments with councillors and chief officers, the Council were shown to have met Charter Plus criteria: commitment to councillor development and support, strategic approach to councillor development and that learning and development is effective in building councillor capacity.

An on-line Members' handbook (Members App) was introduced in February 2018. This is uploaded onto their iPads and provides easily updateable information on the councillor role, the Council and Borough, media and communications, Member learning, support and ward resources.

### **i) Communication and Engagement**

The Council published various documents on its website as well as providing a media service to engage with and inform members of the public. Consultation exercises were publicised and enabled via the website, as well as through more traditional routes such as surveys and focus groups.

The Council also publishes an online newsletter 'One Borough' carrying news, events and jobs as well as having a presence on numerous social media platforms including Facebook, Twitter, YouTube and Instagram.

### **j) Partnerships**

In addition to the executive functions of the Health and Wellbeing Board, the Council utilises partnership boards, which are aligned to the borough manifesto targets and the priorities set out in the corporate plan. The partnership boards each have their own plans, identifying their aims to deliver these priorities and contribute to delivering the vision for the borough. They are responsible for monitoring performance, ensuring appropriate partnership representation and where relevant meeting legislative requirements. These boards are:

Health and Wellbeing Board – The Health Wellbeing Board brings together key health partners in order to deliver the priorities set out in the Health and Wellbeing strategy. It is chaired by the portfolio holder for Social Care & Health Integration and plays a driving role in ensuring residents lead healthy, independent lives and have choice over the care they receive.

The Council has worked with a range of NHS partners, including the Clinical Commissioning Group (CCG) to develop proposals to integrate further health and social care services. Key to this was work through our Integrated Care Partnership which brings together 3 neighbouring local authorities, 3 Clinical commissioning Groups and 2 NHS provider Trusts. As part of the devolution "ask" for London a proposal for an accountable care system has been put forward.

Community Safety Partnership - Together the partners address complex issues and have worked openly to develop and implement solutions to create a safer, stronger and more cohesive borough with reduced levels of crime.

Through the Community Safety Partnership the Council together with the other 'responsible authorities' (NHS, Police, Probation, LFCDA, MOPAC) discharged its responsibilities for reducing crime and disorder and making Barking and Dagenham a safer and stronger community.

The Council has operated a joint venture with Agilisys called Elevate East London since 2010. This joint venture covers a variety of core services including ICT, Revenues and Benefits, Customer Services, and Procurement and Accounts Payable. Governance arrangements are in place for the partnering agreement including a Strategic Partnering Board influencing the strategic direction of the partnership and a Client Function responsible for managing the performance of the contract for each of the services being delivered by Elevate to the Council.

The contract was originally let for seven years but was extended in 2015 for a further three years. With the contract ending on 9 December 2020 the decision was made to bring all core services in-house under a phased return of services approach, with the first of three key transition activities occurring in February 2020 and concluding in December 2020. Service delivery remains the responsibility of the joint venture until each transition date, from when Agilisys is no longer jointly responsible. Whilst the exit of the Elevate joint venture is part of a wider transformation programme

## ANNUAL GOVERNANCE STATEMENT

underway at the Council, services currently performed by the joint venture will be brought in-house 'as is', with any transformation activities to occur at a later date.

Since the decision was made, a number of activities have commenced to ensure the smooth transition of the services back to the Council. A Deed of Variation was signed with Agilisys in April 2019 to put into effect an Exit Plan and to agree the terms of the phased transition, including confirming final payment arrangements and one-off payments to be made in relation to the transition. A dedicated Programme Manager was also appointed, and contract transition plans were developed for each key service area. To support the Exit Plan outlined in the Deed of Variation, a resource plan and contract transition plan specific to human resource activities were also developed, as the transition will involve the transfer of approximately 300 staff to the Council. Work has also been performed by the Council to ensure all contracts that will need to be novated or re-procured have been identified.

### **k) The Borough Manifesto and the Barking and Dagenham Delivery Partnership**

#### Borough Manifesto

In February 2016, the Council's Independent Growth Commission published its final report, it included 109 recommendations to ensure improvements of outcomes for residents and to capitalise on the borough's growth opportunities. One such recommendation was to develop 'a borough manifesto setting out a shared vision for the borough and owned by residents, partners and key stakeholders in the borough'.

Consequently, Council officers began work in partnership with all local stakeholders on the development of '*Barking and Dagenham Together: The Borough Manifesto*'; a shared, place-based, 20-year vision for the borough, owned and delivered collectively and collaboratively by the Barking and Dagenham Delivery Partnership (BDDP). The Borough Manifesto sets the roadmap of what collectively the Council and partners need to deliver. Progress against the targets will be monitored by the BDDP.

The Manifesto was agreed by Cabinet in July 2017 and launched in the same month at an event hosted by Coventry University London. The launch was well attended by partners and other stakeholders. Partners fully supported the vision and targets set out in the manifesto and spoke about the need for everyone to play their part. The manifesto forms the top layer of the Council's strategic framework which informs all other strategies.

#### Barking and Dagenham Delivery Partnership

In parallel with the development of the Manifesto's vision, the Cabinet approved the establishment of the Barking and Dagenham Delivery Partnership (BDDP) in November 2016. The BDDP is comprised of local partners from across the public, private and third sectors, and will collectively be responsible for providing oversight, direction, and leadership in order to achieve the aspirations for the borough. BDDP meets on a quarterly basis and part of its role is to monitor and analyse progress towards delivering the Manifesto vision. Progress towards achieving the targets will be publicly reported on an annual basis.

Work is also underway to develop the partnership in order to enable it to deliver effectively. *Lankelly Chase Foundation* have funded Collaborate CIC to work with LBD and in particular explore effective partnership working in Barking and Dagenham. The initial focus is on supporting the development of the delivery partnership with the aim of ensuring partners are working towards shared aims, that those aims are clearly articulated and understood, and that the relationships and infrastructure are ready for new forms of collaboration and place-based working. Developing effective 'place' based collaboration.

### **l) Schools**

The governance of maintained Schools is the responsibility of appointed Governing Bodies. The Governing Body role involves setting, monitoring and evaluating progress toward achievement of strategic aims and objectives, whilst optimising their use of financial and other resources.

## ANNUAL GOVERNANCE STATEMENT

The Council's role is to champion children and intervene where necessary or alert the regional schools commissioner for academy schools e.g. where there are concerns about performance or safeguarding.

The November 2014 Ofsted inspection of the local authority confirmed that the Council knows the strengths and weaknesses of governing bodies well.

The quality and performance of schools and governance has improved year on year in the borough and, as of March 2019, nearly 90% of schools are judged 'Good' or 'Outstanding' by Ofsted. This is above the national average. Governance and leadership arrangements are a key part of this judgment.

### **m) Counter Fraud**

The Authority has a dedicated Counter Fraud team that follows the latest best practice including implementing the national counter fraud standards. Their work is underpinned by Council policies to promote and enforce fraud prevention and ensuring robust mechanisms are in place to acknowledge the risks of fraud, prevent its occurrence and pursue cases, apply appropriate sanctions & recover any losses through proceeds of crime legislation.

### **n) Audit and Standards Committee**

One function of the Audit and Standards Committee is to oversee and improve the Council's governance and regulation, assurance and risk management, fraud and corruption prevention, performance and compliance, sound financial management to achieve value for money and transparency and open government. The Audit and Standards Committee took over this function from the Public Accounts and Audit Select Committee in June 2018 and functions with broader terms of reference including standards and governance.

The Audit and Standards Committee has an annual work programme and during 2019/20 received reports on internal audit, counter fraud, risk management, external audit and the annual accounts, complaints against Members, information security and information governance.

### **o) Information Governance**

Annually each spring an Information Governance Report is produced for the Audit and Standards Committee by the Chief Operating Officer. Training in information handling is a key priority with professional development of Members and officers an essential requirement, not least as a control mechanism to help prevent data breaches. A revised i-learn 'Data Protection' course has been developed that is mandatory for all staff and managers. The mandatory course must be completed annually and it incorporates changes brought about by the GDPR legislation. Completion rates are monitored and will form part of the staff annual appraisal process and staff are also provided with a link to a number of information governance policies that they must read as this was a recommendation required by the ICO following the audit.

Following an audit of the Council in 2017 by the Office of the Information Commissioner (ICO), work continued in 2019/20 to implement the actions arising from the action plan sent to the Council in September 2017. Information data breaches continue to be reported and investigated internally to ensure that lessons are learnt, the likelihood of breaches is reduced and arising risks are mitigated.

The levels of reported breaches have shown a noticeable increase over the past few years because of greater awareness of the need to report even minor breaches, in part as a result of the annual data protection training which is mandatory for staff. Critical breaches still occur, on average, about twice a year and it is these that are the main focus of the Council's prevention / management activity. One critical case was self-reported to the Office of the Information Commissioner (ICO) in 2016, none in 2017, four in 2018 and five in 2019. In all cases the ICO felt that the council took sufficient steps to mitigate and accordingly no further action was taken.

### **p) Transformation Programme**

## ANNUAL GOVERNANCE STATEMENT

In relation to the Transformation programme current governance process operates through regular reporting to Corporate Performance Group (CPG) and Cabinet.

There are many risks and dependencies in relation to achieving the savings from the programme and these are regularly reported through CPG and to the relevant portfolios. In addition, The Transformation Director meets with each Programme Sponsor monthly and each Programme Manager fortnightly to ensure the plan is on track and the financial targets are being achieved. A dashboard is produced containing comments and red, amber, green ratings from the PMO, Finance, the Programme Manager and the relevant Sponsor, ensuring full ownership of the content being reported.

The original budget for the programme was agreed by Cabinet in July 2016. These costs are tracked each month and reported through both CPG monthly and quarterly through Cabinet. The spend remains well within the budget limits set per year. All requests for staffing are put through the workforce governance procedures and procurement rules are followed. Each role is tested against the HMRC IR35 tool and this is then sent to the agency prior to recruitment. A copy is also retained for our records.

### Section 3

#### ***Presents an opinion of the level of effectiveness and assurance of the Council's governance arrangements.***

In the light of evidence reviewed in relation to 2019/20 it is confirmed that the Council's governance arrangements are fit for purpose, that the Council's values, ethical standards, laws and regulations are being complied with, that financial statements and other published performance information are accurate & reliable, and that human, financial, environmental and other resources are managed efficiently and effectively.

The Council has embarked on a programme to transform the Borough and how the Council works. To achieve this, the Council will need to be innovative and efficient in-service delivery, adopting commercial practices where the business case supports this approach. The Council recognises that robust governance and embedded risk management processes will be fundamental to underpin the successful delivery of the programme. In addition, workforce policies are an essential element to bring about the cultural change required over the next four years. Accordingly, comprehensive programme management arrangements are operating, ensuring that risk management and governance structures continue to be fit for purpose, as part of the organisational change that is proposed and has been implemented. The Council was awarded the Silver Investors in People accreditation in 2018 demonstrating our investment in and commitment to our staff.

#### **Review of Effectiveness**

The Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. Assurance on the review of effectiveness is informed by a range of evidence, both internal and external, including: the work of the Senior Leadership Team and Senior Managers responsible for the development and maintenance of the governance environment; the Head of Assurance's annual report; comments made by the external auditors; and comments by other review agencies and inspectorates.

For this Governance Statement the Strategic, Operational, Commissioning, Service and Transformational Directors were invited to complete standard statements addressing governance issues in their areas. These were collated, with observations and recommendations and presented to the Corporate Assurance Group, for their comments and feedback. This ensured that the full span of the Council's management team was consulted.

One of the functions of the Audit and Standards Committee to oversee and improve the Council's governance and regulation, assurance and risk management, fraud and corruption prevention,

## ANNUAL GOVERNANCE STATEMENT

performance and compliance, sound financial management to achieve value for money; and transparency and open government.

Audit and Counter Fraud Reports are presented to Audit and Standards Committee periodically to assist it in undertaking these functions.

As part of the Head of Assurance's annual report, an opinion was given on the Council's internal control framework. The Head of Assurance drew upon a wide range of assurance sources to help inform this opinion, including testing of the key controls in the Council's major financial systems and the wider programme of audit and corporate counter fraud work. The Head of Assurance reported the opinion that based on the audit work undertaken their conclusion was that the organisation's control framework is operating generally satisfactory with some improvements required.

It is a statutory requirement that the Council must "undertake an effective Internal Audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance".

The 2019/20 Internal Audit Plan, approved by the Audit and Standards Committee in April 2019, included 29 audits consisting of 27 risk and compliance audits, 1 schools' risk assessment project and one follow-up project for prior year schools. 41 audits were delivered, consisting of 29 risk and compliance audits and 12 audits of schools, with reasons for variations in the plan being reported quarterly to the Audit and Standards Committee.

Internal Audit work was performed in accordance with the Council's Internal Audit Charter and Strategy in accordance with the Public Sector Internal Audit Standards.

No Internal Audit reviews were issued in 19/20 with a 'No Assurance' opinion. There were however 13 audits whereby a "Limited Assurance" audit opinion was given, these are listed below and all high risk findings were reported to the Audit & Standards Committee during the year:

- Liquid Logic System Implementation
- Debt Recovery & Write-Offs
- Procurement Cards
- Voids
- Accounts Receivable
- Oracle System
- Key Performance Indicators - Monitoring & Reporting
- Emergency Planning & Business Continuity
- Freedom of Information Requests
- Passenger Transport
- Children's Transportation and Commissioning
- Right to Buy Sales and Leasing
- Children's Transportation Commissioning

All of these audits are subject to robust follow-up of the high risk findings with corroborating evidence of control improvements required. Updates are reported to the Audit & Standards Committee periodically.

The Council's Monitoring Officer has a responsibility under the Local Government and Housing Act 1989 to maintain and ensure consistent lawful processes and decision making and that arrangements secure effective and efficient working of the Council, its meetings, committees and working groups with the required officer support. They report that they are not aware of any specific governance concerns for the period.

### Complaints

#### Ombudsman



## ANNUAL GOVERNANCE STATEMENT

During the period there were 16 complaints referred to the Council by the Ombudsman with 11 that were upheld. Comparative figures for 2018/19 and 2017/18 are 20 complaints (16 upheld) and 44 complaints (5 upheld) respectively.

### Complaints by the Public

During 2019 there were 3,566 complaints received with 2,066 of these being upheld. Comparative figures for 2018 are 3,826 complaints with 2,193 upheld.

Complaint numbers for Social Care and Education are reported separately according to statutory requirement. During 2019/20 there were 81 complaints in Children's Services with 60 being upheld, 54 in Adult Social Care with 8 being upheld and 18 in Education with 9 upheld. In 2018/19 there were 103 complaints relating to Children's Services, 34 for Adult Social Care and 15 for Education.

## **Section 4**

***Sets out any significant governance issues that need to be addressed and how any issues from the previous years' governance statement have been resolved.***

### **Previous Year 2018-19**

We are pleased to report that for the period of that AGS, no significant governance issues emerged after the AGS was published nor was there any legacy governance issues from the previous period 2018-19. The 2018-19 AGS had identified the following themes:

- Staffing;
- Inclusive Growth Strategy;
- Ofsted Inspection of Children's Services;
- Phased Transition of Elevate Services; and
- Transformation – Creating a 'New Kind of Council'.

Progress against these challenges is detailed below:

### **Staffing**

This remains a headline governance challenge – see below.

### **Inclusive Growth Strategy**

The Council has drafted an Inclusive Growth strategy, setting out the council's goals, positions and commitments in relation to this core area of focus for LBBD. The aim is for this to be agreed by Cabinet towards the end of the year. The strategy clarifies where responsibility sits for different functions and objectives relating to inclusive growth and sets out the desired role for partners. In addition, the strategy has established and framed a comprehensive outcomes and performance framework in relation to inclusive growth, encapsulating the wholly owned companies and in-house service blocks that are responsible for delivering on this agenda for LBBD.

### **Ofsted Inspection of Children's Services**

In February 2019, the Council was subject to a Standard Inspection under the Ofsted Inspection of Local Authority Children's Service (ILACS) framework. Ofsted determined that services for children in Barking and Dagenham require improvement in all judgement areas, as they did at the last inspection in 2014, although the judgement was consistent with the Council's annual self-evaluation to Ofsted and inspectors did at the time report that strong and effective senior leadership had been in place under the (at that time) recently appointed Director of Children's Services. Six specific recommendations were made by Ofsted.

## ANNUAL GOVERNANCE STATEMENT

A full Ofsted Improvement Plan was developed after the Inspection, reflecting work being undertaken to meet Ofsted's recommendations and work against this action plan has been progressing at pace. In addition, a much broader improvement plan for Children's Care and Support has been developed, which better reflects the full depth and breadth of the Council's ambitions for improving the range of services impacting on children and young people. This has included the development of the new Target Operating Model for Children's Social Care, a revised quality assurance and audit framework and the development of the partnership neglect strategy.

### **Phased Transition of Elevate Services**

Since the decision was made to transition services back to the Council from Elevate East London LLP (Elevate), a number of activities have commenced to ensure a smooth transition. A Deed of Variation was signed with Agilisys in April 2019 to put into effect an Exit Plan and to agree the terms of the phased transition, including confirming final payment arrangements and one-off payments to be made in relation to the transition. A dedicated Programme Manager was also appointed, and contract transition plans were developed for each key service area. To support the Exit Plan outlined in the Deed of Variation, a resource plan and contract transition plan specific to human resource activities were also developed, as the transition will involve the transfer of approximately 300 staff to the Council. Work has also been performed by the Council to ensure all contracts that will need to be novated or re-procured have been identified.

The Internal Audit team commissioned an independent review of the plans during 2019/20 that was carried out by PwC via a framework agreement with LB Islington. The review was positive and a 'reasonable assurance' opinion was given over the control environment with one medium and one low risk action agreed with management.

Actual transition of staff started in February 2020 with the Contact Centre, Procurement and Accounts Payable. ICT followed in July 2020 and the final team, Revenues & Benefits return in September. The contract finally ends on 9 December 2020.

### **Transformation – Creating a 'New Kind of Council'**

In July 2016 Members gave the green light for plans to redesign the structure of the Council from first principles, to build a 'new kind of Council' capable of constructing the preventative system we aim for and, ultimately, realising the vision of the Borough Manifesto. In the years that have passed, this structural transformation has been implemented through our Ambition 2020 programme. We now have the structural framework needed to undertake our approach and are in a new phase of transformation that emphasises the importance of building a preventative system through a focus on what we do, who we work with and how. See below about the challenge of creating a 'well run organisation'.

### **Headline Governance Challenges from 2019/20**

#### **Impact of Covid-19**

The Council is adhering and responding at pace to government guidance in response to the pandemic. Priorities have necessarily been changed to focus on the need to distribute emergency funding to vulnerable residents and to support essential services. Business as usual has changed to accommodate this but key processes and functions have been maintained. An ongoing assessment of the impact of the coronavirus pandemic on council services and council systems will be needed to ensure good governance.

Current analysis suggests that the resources announced so far from central government do not cover the full costs of the pandemic. The council needs to ensure that the additional spending and loss of income (particularly from council tax and business rates) are fully recovered from central government. The council is maintaining a log of all spending commitments and income losses relating to the pandemic to enable full accountability. The Council recognises that the Covid-19 crisis has had a significant financial impact and will have a long term effect on the level of resources

## ANNUAL GOVERNANCE STATEMENT

available to the Council. As part of its Medium Term Financial Strategy (MTFS) the Council will continue to assess its medium term financial position and update its assumptions about the resources available to, and the investment needs of, the Council in light of the consequences of the Covid-19 crisis. The Council is also facing financial pressure from a combination of additional cost, lost income and the delay to the delivery of savings agreed as part of the Council's MTFS.

There are early indications that there will be financial stress on major service contracts such as leisure, a fall in commercial property income and a delay to capital programme works that will need to be assessed in the medium and longer term.

The Coronavirus Act (2020) allows authorities to conduct meetings and take decisions in ways other than face to face so that decisions can still be made to maintain good governance, principles of openness and accountability. The council has adapted its approach by assessing which decisions can be delayed and re-scheduled and which decisions need to be made at pace to deal with the pandemic. Virtual meetings have now been instigated to ensure transparency and good governance prevails and allows access to the public and press.

Contract monitoring of some third-party providers has proven challenging in the current climate. This is partly due to a restriction on site-visits, and partly due to providers being asked to (or simply having to) drastically change their delivery model from that specified in the contract as a result of Covid-19 – further challenging our ability to effectively monitor certain contracts.

Demands on IT systems and staff will be considerable as most office-based staff will continue to work remotely and emergency deployment will remain in place.

### **Brexit**

The Council continues to have a key role to play on behalf of the residents and businesses of the borough in terms of Brexit, which is likely to have wide ranging impacts on public services, communities and business.

Throughout the process of preparing for the UK's exit from the European Union, the legal and political dynamic of the situation has been such that at any one time a range of scenarios have been possible. LBBD continues therefore to take a pro-active approach, the key elements of which remain:

- Supporting Members, and the organisation more generally, in its policy and communications.
- Providing reassurance and effective advice to support to our communities, especially the most vulnerable.
- Ensuring that council's services are prepared as much as possible for the anticipated impacts of the different scenarios for the leaving the EU.

Although the UK has now left the European Union, there remains a lot of uncertainty with regards to what the situation will be at the end of the transition period. With this in mind, preparations will be focusing less on emergency planning for the weeks following a potential no deal EU Exit, and more on the long-term future impacts on Council services, communities and the local economy, and prompting local stakeholders to make suitable preparations. We are therefore reviewing the make-up of the officer working groups to ensure that it covers the range of areas that need to be addressed.

Senior officers will continue to monitor the situation to ensure the Council is making the necessary preparations. The present arrangements are that the Director of Policy and Participation is taking the corporate lead.

The Council has embedded the impacts of Brexit into its risk management and continuity planning processes, with responsibility shared across its senior leadership team. Brexit has been placed on the corporate risk register, and associated risks are kept under regular review by the Corporate



## ANNUAL GOVERNANCE STATEMENT

Assurance Group. The Council is also engaging with central government, primarily through London Councils, to co-ordinate a pan-London approach.

The Council has business continuity plans for each of its services. The business continuity plans have been updated and revised with an explicit Brexit focus as developments are known, including the specific risks of any 'no deal'. We continue to ensure that this process feeds into the strategic view of impacts and mitigations. The Emergency Planning team continue to monitor Brexit developments in their emergency response planning role.

### Core Transformation Programme

The success of all activity associated with the three corporate priorities of 'Participation and Engagement', 'Prevention, Independence and Resilience' and 'Inclusive Growth' is dependent upon the capacity and capability of the Council's core and support functions to enable and collaborate with each service delivery block across the Council's system. It is for that reason that there is a fourth, cross-cutting section to the Single Performance Framework, concerned with the operation of the Council's support functions and the way in which our business is operated. This is called the 'Well Run Organisation'.

Key to the next two years is ensuring there are 'best in class' support functions which enable service delivery blocks to play their part as specified through the commissioning system. This means getting the basics right in terms of governance, HR, finance, procurement, and customer service. But it also means a step change in our approach to commissioning, policy, insight, technology, and how we facilitate participation from residents in Council business. And we must do this while adapting to a rapidly changing situation as the Coronavirus pandemic and its fall-out continues to unfold.

Over the next two years, the Core Transformation Programme will 'root and branch' re-design the Core functions around the principles of the Council's approach to public service; a new culture and ethos. This final piece of the puzzle of the Council's structural transformation will develop its support functions to be relentlessly reliable, lean and efficient, modern and agile.

In time, as the Core Transformation is implemented, the 'blueprints' for each function of the Core will be developed to include comprehensive performance frameworks that evidence the standards of excellence to be achieved by our functions in supporting the wider approach of the Council. This development will require the iteration of this section of the Single Performance Framework. Until then, this section of the Framework serves as an interim way of analysing and shaping the improvement activity that is in-train or on the visible horizon.

### Staffing

As in previous years there again appears to be pressure in terms of recruitment and retention of specialised staff particularly social workers and legal practitioners. This challenge is not exclusive to the Borough and illustrates the point that unless the overall employment proposition is competitive and attractive the churn inevitably leads to valuable technical skills and organisational knowledge being lost to the organisation.

Periods of radical change can be unsettling, and leadership is more essential than ever. The Council currently has silver accreditation from Investors in People' and was recognised by the LGC as 'Council of the Year' in 2018 in relation to the ambitious change programme particularly its design and implementation. Such recognition ensures the council's reputation is evidenced across the sector and will also attract employees. The issue of having sufficient competent well performing staff is key to sound governance. Once experienced staff have left, they may prove to be difficult to replace in times of upheaval and financial uncertainty.

## ANNUAL GOVERNANCE STATEMENT

### Section 5

#### ***The Conclusion – a commitment to monitoring implementation for the next review by the Leader of the Council and the Chief Executive***

This statement is intended to provide reasonable assurance. It is based on the evidence available. It is stressed that no system of control can provide absolute assurance, and in a period of transformation and transition to a new delivery model, items may be misstated or be of varying accuracy. As a result, the processes operate to carry out reviews and the forums of Audit and Standards Committee and the Assurance Group receive and monitor performance of the Council's Governance Framework. Looking forward the Council's new Scrutiny arrangements will focus on key risks which will dovetail with the AGS.

We have been advised on the implications of the result of the review of the effectiveness of the governance framework and the ongoing work to ensure continuous improvement of the systems is in place.

We look forward to working more closely with our partners and all organisations in the community, public, private and voluntary sectors to strengthen our local communities and increase prosperity. This year sees a period of transition to the Council's traded companies.

Where issues have been identified in preparation of this report we will ensure that they are effectively addressed and we will monitor their improvement as part of the next annual review.

Signed:

Signed:

**Councillor Darren Rodwell**  
**Council Leader**

**Claire Symonds**  
**Acting Chief Executive**

**November 2020**

**November 2020**

## GLOSSARY OF TERMS

<b><u>Term</u></b>	<b><u>Definition</u></b>
Accounting Policies	The rules and practices adopted by the Council that dictate how transactions and events are shown or costed.
Accruals	Amounts included in the accounts to cover income and expenditure attributable to the financial year, but for which payment had not been received or made as at 31 March.
Actuarial Valuation	A review carried out every three years by the actuary on the assets and liabilities of the Pension Fund. The actuary reports to the Fund's trustees on the financial position and recommended employer's contribution rates. The next actuarial review will be carried out at the end of financial year 2018/19 and the new rates will be applied from April 2020.
Balance Sheet	The Council's balance sheet presents the authority's financial position, i.e., its net resources, at 31 March. The balance sheet is composed of two main balancing parts: its net assets and its total reserves.
Beacon Properties	A sampling technique for valuing the Council's social housing based on the value of properties assuming vacant possession. The Beacon method is used for no other purpose except the special circumstances of the HRA valuation but is an efficient method of arriving at a representative valuation which enables values to be attributed to the whole of the Council's housing stock.
Budget	A forecast of the Council's planned expenditure. The level of the Council Tax is set by reference to detailed revenue budgets. Budgets are reviewed during the financial year to take account of pay and price changes, and other factors affecting the level or cost of services.
Capital Expenditure	Expenditure on the acquisition or enhancement of assets that are of benefit to the Council over a period of more than one year, e.g., buildings and land. Other examples include payments of grants and financial assistance to third parties, and expenditure that is classified as capital following a Ministerial direction, e.g., redundancy costs. (See also REFCUS below).
Capital Adjustment Account	A capital reserve that reflects the difference between the costs of fixed assets consumed and the capital financing set aside to pay for them. This is an accounting reserve which is not backed by cash and does not represent resources available to fund future capital expenditure.
Capital Receipts	Income received from the sale of land, buildings and other capital assets.
Central Support Services	Services that are provided by the administrative and professional service groups that support all the Council's services. They include financial, legal, personnel, IT, property and general administrative support.
Collection Fund	A separate account that discloses the income and expenditure relating to Council Tax and National Non-Domestic Rates. The Fund and the taxes that form its basis have a significant impact on the level of

## GLOSSARY OF TERMS

	resources available to both the Council and its preceptors (e.g., The Greater London Authority).
Community Assets	A class of fixed assets that are expected to be held by the Council in perpetuity. Examples include parks, historic buildings and works of art.
Comprehensive Income & Expenditure Statement	A statement showing the accounting cost in the year of providing services in accordance with generally accepted accounting practices, rather than the amount to be funded from taxation. The Council raises taxation to cover expenditure in accordance with regulations; this may be different from the accounting cost. The taxation position is shown in the Movement in Reserves Statement.
Council Tax	A local taxation system used in England, Scotland and Wales. It is a tax on domestic property which was introduced in 1993. Each property is assigned one of eight bands (A to H) based on property value, and the tax is set as a fixed amount for each band. Council Tax is collected by the Council (the collecting authority). However, it may consist of components (precepts) levied and redistributed to other agencies or authorities (each known as a precepting authority, e.g., the Greater London Authority).
Council Tax Base	The number of Band D equivalent dwellings in the Borough. To calculate the Tax Base, the number of dwellings in each Council Tax band is adjusted to take account of any discounts, premiums or exemptions. The resulting figure for each band is then multiplied by its pro-portion relative to Band D (from 6/9 for Band A to 18/9 for Band H) and the total across all eight bands is calculated. The Tax Base is used to determine the level of Council Tax the Council charges each dwelling.
Council Tax Requirement	The amount of money the Council needs to raise from Council Tax to fund annual spending once Government funding and other sources of income are deducted.
Creditors	Amounts owed by the Council to suppliers for goods received or services provided before the end of the accounting period but for which payments have not been made by the end of that accounting period.
Debtors	Amounts owed to the Council for services provided before the end of the accounting period but for which payments have not been received by the end of that accounting period.
Deferred Liabilities	Sums owed to creditors that are not due for payment for at least one year. They are carried as a liability on the balance sheet, alongside other long-term debt obligations, until they are paid.
Defined Benefit Scheme	A type of pension plan in which the employer promises a specified pension payment, lump-sum (or combination thereof) on retirement that is predetermined by a formula based on the employee's earnings

## GLOSSARY OF TERMS

	<p>history, tenure of service and age, rather than depending directly on individual investment returns.</p> <p>A defined benefit plan is 'defined' in the sense that the benefit formula is defined and known in advance. The Council's Pension Scheme offers defined benefits for all its members.</p>
Depreciation	The loss in value of an asset due to age, wear and tear, deterioration or obsolescence.
Earmarked Reserves	Reserves set aside for a specific purpose, particular service or identified risk.
Finance Lease	<p>A funding arrangement where:</p> <ul style="list-style-type: none"> <li>• The lessee (the Council) will select an asset (e.g., equipment, vehicle, software);</li> <li>• The lessor (typically a finance company) will purchase that asset;</li> <li>• The Council will have use of that asset during the lease and pay rent for it;</li> <li>• The lessor will recover a large part or all of the cost of the asset plus earn interest from the rentals paid by the Council;</li> <li>• The Council may have the option to acquire ownership of the asset at the end of the rental period.</li> </ul>
General Fund	The main revenue fund from which the day-to-day costs of most services is met. The Council is required to maintain other Funds, e.g. the Housing Revenue Account, the Collection Fund and the Pension Fund. The accumulated credit balance on the General Fund Reserve is the excess of income over expenditure after adjusting for movements to and from reserves.
Government Grants	<p>Government supports the Council's general revenue expenditure through Revenue Support Grant (RSG), a grant given to local authorities which can be used to finance revenue expenditure on any service. The amount of RSG to be provided to authorities is set out in the annual local government finance settlement. RSG is being phased out and will cease entirely by 2020.</p> <p>In addition, specific Government grants are distributed outside the settlement. The basis of the distribution varies from grant to grant. For non ring- fenced grants there are no restrictions on what Councils can spend the money on. Where a specific grant is ring-fenced the expenditure is controlled to fund a particular service that is a national priority. For example, funding for schools is paid through the Dedicated Schools Grant, administered by the Department for Education.</p>
Gross Expenditure	The total cost of providing the Council's services before deducting income from Government grants, or fees and charges for services.

## GLOSSARY OF TERMS

Heritage Assets	Assets that are intended to be preserved in trust for future generations because of their cultural, environmental or historical associations. They are held by the Council in pursuit of its overall objectives in relation to the maintenance of heritage.
Historic Cost	A measure of value used in accounting in which the price of an asset on the Balance Sheet is based on its nominal or original cost as opposed to its current or fair value.
Housing Revenue Account (HRA)	The HRA specifically accounts for spending and income relating to the management and maintenance of the Council-owned housing stock. By law it must be kept separate from other Council accounts. The HRA is self-financing and receives no income and incurs no expenditure through the Council Tax. The main sources of HRA income are rents and charges for services and facilities.
Impairment	The permanent decline in the value of an asset. Impairment of assets is the diminishing in quality, strength, amount, or value of an asset. It is an accounting estimate of changes in value relating to the consumption of assets.
Infrastructure Assets	Assets that provide the platform for economic and social activity in the Borough, for example, roads, bridges and footpaths.
Interest	The amount received or paid for the use of a sum of money when it is invested or borrowed and typically expressed as an annual percentage rate.
Inventories	The amounts of unused or un-consumed goods held in expectation of future use within the following year. Inventory stocks are valued at the end of each financial year and carried forward to be matched to their use or consumption in the following year.
Investment Properties	The Council's interest in land and/or buildings which are held for their investment potential and rental income, rather than being occupied and used to help deliver services.
Levies	<p>Payments that the Council is required to pay to other bodies. The levying bodies are:</p> <ul style="list-style-type: none"> <li>• Lee Valley Regional Park Authority</li> <li>• London Pension Fund Authority</li> <li>• East London Waste Authority</li> <li>• Environment Agency</li> </ul>
Long Term Debtors	Debtors who are not expected or required to pay what they owe soon. In some cases, by agreement, it may be many years before the Council receives full payment from certain debtors (e.g., deferred receipts, mortgages).
Minimum Revenue Provision	How capital expenditure which is financed by borrowing or credit arrangements is paid for by Council Tax payers. The Council is

## GLOSSARY OF TERMS

	required each year to set aside some of its revenue income as provision for this debt.
Movement in Reserves Statement	A statement showing the movement in the year on the different reserves held by the Council, analysed into 'Usable Reserves' (i.e. those that can be applied to fund expenditure or reduce local taxation) and other 'Unusable Reserves' (e.g. the Capital Adjustment Account; Revaluation Reserve; Pension Reserve).
National Non-Domestic Rates (NNDR)	Non-Domestic Rates, or business rates, collected by the Council are the way that those who occupy non-domestic property contribute towards the cost of local services. Under the business rates retention arrangements introduced from 1st April 2013, authorities keep a proportion of the business rates paid locally. This provides a direct financial incentive for authorities to work with local businesses to create a favourable local environment for growth since authorities will benefit from growth in business rates revenues. The money, together with revenue from Council Tax payers, Revenue Support Grant provided by the Government and certain other sums, is used to pay for the services provided by the Council.
Net Book Value	The amount at which the Council records an asset in its Balance Sheet. Net book value is calculated as the original cost of an asset, minus any accumulated depreciation, accumulated depletion, accumulated amortization, and accumulated impairment.
Net Expenditure	Total gross expenditure less income due to the Council. The Expenditure and Funding Analysis included in the financial statements shows for each of the Council's services a comparison of the net expenditure and the net charge against Council Tax.
Net Realisable Value (NRV)	The value of an asset that can be realized upon sale or disposal, less a reasonable estimate of the costs associated with either the eventual sale or the disposal of the asset in question. NRV is used to apply generally accepted accounting principles to accounting transactions.
Non-Current Assets	Tangible assets that yield benefits to the Council and the communities it serves for a period of more than one year, e.g., property, plant and equipment
Operating Lease	The rental of an asset from a lessor under terms that do not transfer ownership of the asset to the Council. During the rental period, the Council typically has unrestricted use of the asset, but is responsible for the condition of the asset at the end of the lease, when it is returned to the lessor.
Operational Assets	Long-lived assets held, occupied, used or consumed by the Council in the normal delivery of services. They are not held for resale, investment or disposal.
Past Service Costs	The term used to describe the change in a defined benefit obligation for employee service in prior periods, arising because of changes to plan arrangements in the current period.



## GLOSSARY OF TERMS

Post Balance Sheet Events	Events, both favourable and unfavourable, which occur between the Balance Sheet date and the date on which the Statement of Accounts is signed.
Precept	A charge made on the Council's Collection Fund by precepting authorities such as the Greater London Authority. The sums paid over to the precepting authorities are collected as part of the annual Council Tax from households in the Borough.
Prior Year Adjustment	If a material error is discovered in a previous year's financial statements that have already been signed off, a prior year adjustment is necessary to correct the error. Also, a note must be included with the financial statements to explain the nature of the error and its impact on the financial performance reported in the affected period.
Private Finance Initiative (PFI)	The private finance initiative (PFI) is a procurement method which uses private sector investment to deliver public sector infrastructure and/or services according to a specification defined by the Council. Because of subsequent changes in accounting conventions, assets acquired under a PFI scheme are now shown on the Balance Sheet.
Provision	An amount set aside for liabilities and losses which are likely to be incurred but where the exact amount and date on which it will arise is uncertain.
Rateable Value	The Valuation Office (an executive agency sponsored by HMRC) assesses the rateable value of individual non-domestic properties. Business rate bills are calculated by multiplying the rateable value by the NNDR poundage set by the Government for the year.
Revenue Expenditure Funded from Capital Under Statute (REFCUS)	Expenditure incurred during the year that may be capitalised under statutory provisions but that does not result in the creation of a non-current asset. The full cost is charged to the relevant service in the Comprehensive Income & Expenditure Statement but then reversed out through the Movement in Reserves Statement to ensure that there is no effect on the revenue accounts.
Related Party Transaction	<p>The Council is required to disclose material transactions with related parties. Related parties are bodies or individuals that have the potential to control or influence the Council, or to be controlled or influenced by the Council. Disclosure of these transactions allow readers to assess the extent to which the Council might have been constrained in its ability to operate independently or might have secured the ability to limit another party's ability to bargain freely with the Council.</p> <p>Members and Senior Officers of the Council are required to declare if they have entered into any such transactions and any relationships of significant influence with any organisations associated with the Council.</p>
Reserves	The Council's reserves fall into two categories. The 'unearmarked' reserve is the balance on the General Fund. An 'earmarked' reserve is an amount set aside in the Council's accounts for specific purposes.

## GLOSSARY OF TERMS

Revaluation Reserve	A reserve that records unrealised net gains on Council assets arising from periodic revaluations.																																				
Revenue Balances	These reserves represent surplus balances that can be used in the future. Some balances can only be used to meet future expenditure in a particular account, such as the Housing Revenue Account.																																				
Revenue Expenditure	Day-to-day payments on the running of Council services, such as salaries and wages, heating, lighting, transport and charges for the use of assets.																																				
Revenue Support Grant (RSG)	A general grant paid by the Government to Councils towards the costs of services, distributed via a formula. RSG is being phased out, and by 2020 will have been scrapped altogether.																																				
Service Level Agreement (SLA)	Written agreements between providers of Council support services (e.g., Finance, Human Resources) and users. Each SLA specifies the support service to be provided, including timings and frequencies, the charges to be made and the period for which the agreement will run.																																				
Surplus Assets	Assets that are not directly employed, used or consumed in the delivery of services. Examples include investment properties and assets that are surplus to requirements, pending sale, redevelopment or disposal.																																				
Trading Accounts	Accounts that summarise the transactions of those Council services operating on a 'trading' basis and are financed by charges made to recipients of their services.																																				
Transfer Value	A payment made by one pension scheme to another when a member changes employment to enable the receiving pension scheme to fund the member's defined benefits on retirement.																																				
Valuation Band	<p>For the purposes of calculating Council Tax, all domestic properties in the Borough are analysed over eight Valuation Bands as specified in the Local Government Finance Act 1992.</p> <p>In England the Council Tax Valuation Bands are as follows:</p> <table><tr><th>Band</th><th>Value (relative to 1991 prices)</th><th>Ratio</th><th>Ratio as %</th></tr><tr><td>A</td><td>up to £40,000</td><td>6/9</td><td>67%</td></tr><tr><td>B</td><td>£40,001 to £52,000</td><td>7/9</td><td>78%</td></tr><tr><td>C</td><td>£52,001 to £68,000</td><td>8/9</td><td>89%</td></tr><tr><td>D</td><td>£68,001 to £88,000</td><td>9/9</td><td>100%</td></tr><tr><td>E</td><td>£88,001 to £120,000</td><td>11/9</td><td>122%</td></tr><tr><td>F</td><td>£120,001 to £160,000</td><td>13/9</td><td>144%</td></tr><tr><td>G</td><td>£160,001 to £320,000</td><td>15/9</td><td>167%</td></tr><tr><td>H</td><td>£320,001 and above</td><td>18/9</td><td>200%</td></tr></table>	Band	Value (relative to 1991 prices)	Ratio	Ratio as %	A	up to £40,000	6/9	67%	B	£40,001 to £52,000	7/9	78%	C	£52,001 to £68,000	8/9	89%	D	£68,001 to £88,000	9/9	100%	E	£88,001 to £120,000	11/9	122%	F	£120,001 to £160,000	13/9	144%	G	£160,001 to £320,000	15/9	167%	H	£320,001 and above	18/9	200%
Band	Value (relative to 1991 prices)	Ratio	Ratio as %																																		
A	up to £40,000	6/9	67%																																		
B	£40,001 to £52,000	7/9	78%																																		
C	£52,001 to £68,000	8/9	89%																																		
D	£68,001 to £88,000	9/9	100%																																		
E	£88,001 to £120,000	11/9	122%																																		
F	£120,001 to £160,000	13/9	144%																																		
G	£160,001 to £320,000	15/9	167%																																		
H	£320,001 and above	18/9	200%																																		