

EXTRAORDINARY MEETING

AUDIT COMMITTEE

DATE AND TIME

TUESDAY 19TH SEPTEMBER, 2017

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BG

TO: MEMBERS OF AUDIT COMMITTEE (Quorum 3)

Chairman: Councillor Hugh Rayner

Vice Chairman: Councillor Sury Khatri BSc (Hons) MSc (Lond)

Councillor Geof Cooke

Councillor Arjun Mittra

Councillor Anthony Finn

Councillor Peter Zinkin

Councillor Kathy Levine

Independent Members

Geraldine Chadwick

Richard Harbord

Substitute Members

Councillor Melvin Cohen

Councillor John Marshall

Councillor Eva Greenspan

Councillor Reema Patel

Councillor Anne Hutton

Councillor Alan Schneiderman

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions or comments must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is deadline at 10am Friday 15 September. Requests must be submitted to Maria Lugangira at maria.lugangira@barnet.gov.uk

You are requested to attend the above meeting for which an agenda is attached.

Andrew Charlwood – Head of Governance

Governance Service contact: Maria Lugangira 020 8359 2761

Media Relations contact: Sue Cocker 020 8359 7039

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Absence of Members (If any)	
2.	Declaration of Members' Disclosable Pecuniary interests and Non Pecuniary interests (If any)	
3.	Report of the Monitoring Officer (If any)	
4.	Public Question and Comments (If any)	
5.	Members' Items (If any)	
6.	Statement of Accounts, External Auditor's Audit Completion Report and Annual Governance Statement for the year 2016/17	3 - 198
7.	Any item(s) the Chairman decides are urgent	

FACILITIES FOR PEOPLE WITH DISABILITIES

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	<div style="text-align: right;">AGENDA ITEM 6</div> <h2 style="text-align: center;">Audit Committee</h2> <h3 style="text-align: center;">19 September 2017</h3>
Title	Statement of Accounts, External Auditor's Audit Completion Report and Annual Governance Statement for the year 2016/17
Report of	Director of Resources - Statutory 151 Officer
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A – Audit Completion Report Appendix B – Statement of Accounts 2016/17 Appendix C – Annual Governance Statement
Officer Contact Details	Gillian Clelland – Assistant Director of Finance, CSG Gillian.Clelland@barnet.gov.uk 020 8359 5310

Summary

The external audit of the Council's Statement of Accounts is undertaken by BDO whose findings are reported in the Audit Completion Report at Appendix A. BDO anticipate providing an unmodified opinion on the Council's financial statements, subject to the clearance of the outstanding matters on page 5 of the Audit Completion Report.

BDO were presented with the draft financial statements on 31 May 2017 and accompanying working papers on 5 June 2017. The accounts are required to be approved and published by 30 September 2017.

BDO identified one adjustment which impacts on the Council's net assets and reserves as at 31 March 2017. This relates to the pension scheme liability which in the first draft accounts was calculated based on estimated asset values. The actuary provided an updated calculation based on actual asset values, which increased the liability by £82.348m. An equivalent adjustment has been made in respect of the Barnet Group's pension liability which resulted in the Group net assets and reserves as at 31 March 2017 reducing by £89.295m. The accounts have been adjusted for both of these changes.

There were no misstatements that impacted on the Council or Group surplus on the provision of services. The auditors did, however, identify a significant number of reclassifications and disclosure changes, the majority of which have been corrected in the accounts presented for approval. There are some additional misstatements which remain unadjusted on the basis of materiality or because the values are projected.

In providing the opinion on the financial statements, BDO are required to reach a conclusion on the adequacy of the Council's arrangements for ensuring economy, efficiency and effectiveness in its use of resources. The audit concluded that the Council has adequate arrangements in place for setting and monitoring financial budgets and that it has clearly identified its funding gaps and savings requirements through to 2020. The auditors are also satisfied that the Council has adequate arrangements in place for managing key contracts, although they have made recommendations to further strengthen these arrangements. However, as a result of the Ofsted inspection rating the Council's Children's services as inadequate, the use of resources conclusion will be modified.

The council is required to produce an Annual Governance Statement (AGS), which is a statutory reported public statement, and will be included within the statement of accounts for 2016/17. The Annual Governance Statement summarises the key processes the council uses to deliver systems of control, governance and assurance across its functions. The role of the Audit Committee is to oversee the production of the authority's Annual Governance Statement and to recommend its adoption.

The Annual Governance Statement was approved for inclusion within the Statement of Accounts at Audit Committee in July 2017, however in order for completeness it is re-presented to Audit Committee for noting.

Recommendations

- 1. That the Committee approve the Statement of Accounts for 2016/17 and recommend that they be signed by the Chairman and the Director of Resources (Statutory 151 Officer) on behalf of the Council.**
- 2. That the matters raised by the external auditor relating to detailed aspects of the 2016/17 accounts audit be noted.**
- 3. That the management responses to recommendations made by the external auditor be noted.**
- 4. That the Annual Governance Statement 2016/17 be noted.**

1. WHY THIS REPORT IS NEEDED

- 1.1 Under Section 151 Local Government Act 1972- "...every local authority shall make arrangements for the proper administration of their financial affairs". Additionally, in accordance with International Standard on Auditing (ISA) 260, the external auditor is required to issue detailed reports on matters arising from the audit of the council's accounts and pension fund accounts.
- 1.2 Part 2 Section 6 of the Accounts and Audit Regulations 2015 requires a local authority to conduct a review at least once a year of the effectiveness

of its system of internal control and publish an Annual Governance Statement each year with the authority's financial statements.

2. REASONS FOR RECOMMENDATIONS

- 2.1 In order that the Council can meet its legal obligation to produce audited financial statements.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 None

4. POST DECISION IMPLEMENTATION

- 4.1 The governance issues identified within the Annual Governance Statement will be monitored throughout the year.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 Review of reports made under International Standard on Auditing (ISA) 260 are an integral part of corporate governance. This is in line with Barnet's Corporate Plan 2015-20 – to make sure Barnet is a place “where services are delivered efficiently to get value for the taxpayer”.

- 5.1.2 Barnet Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively. 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 economy, efficiency and effectiveness.

- 5.1.3 Barnet Council has approved and adopted a code of corporate governance, which is consistent with the principles of the CIPFA/SOLACE Framework delivering Good Governance in Local Government. This statement explains how the Council has complied with the Code and also meets the requirements of Part 2 Section 6 of the Accounts and Audit Regulations 2015 in relation to the publication of a statement of internal control.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

- 5.2.1 The Statement of Accounts shows the financial position of the council as at 31 March 2017.

5.3 Legal and Constitutional References

- 5.3.1 Section 151 of the Local Government Act 1972 requires that “...every local authority shall make arrangements for the proper administration of their financial affairs”.

- 5.3.2 The Council is a public authority that is subject to the audit of its annual accounts by an external auditor. The Local Audit and Accountability Act 2014, Part 5 specifies the conduct of local audit.
- 5.3.3 Section 9 of the Accounts and Audit Regulations 2015 requires that the statement of accounts must be considered by a committee or full council and approved by a resolution of that body. The accounts must then be signed by the person presiding at the meeting. The Section 151 officer must then re-confirm on behalf of the authority that they are satisfied that the statement of accounts presents a true and fair view of the financial position of the authority and its income and expenditure for that year.
- 5.3.4 The 2015 Regulations also require that the accounts are published by 30 September 2017. From next year the requirement is for publication by 31 July each year, two months earlier than the current statutory deadline.
- 5.3.5 International Standard on Auditing (UK and Ireland) 260 deals with the auditor's responsibility to communicate with those charged with governance in an audit of financial statements. A link to the website containing ISA 260 can be found at [https://www.frc.org.uk/getattachment/0240d0ea-d80f-4191-bf26-e29f98093cda/ISA-\(UK\)-260-Revised-June-2016_final.pdf](https://www.frc.org.uk/getattachment/0240d0ea-d80f-4191-bf26-e29f98093cda/ISA-(UK)-260-Revised-June-2016_final.pdf).

The Council's Constitution, Part 15 - Responsibility for Functions, Annex A details the functions of the Audit Committee and include "To review and approve the annual statement of accounts. Specifically, to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the Council" and "To consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts" and 'to oversee the production of the authority's Annual Governance Statement and to recommend its adoption'.

5.4 Risk Management

- 5.4.1 A positive external audit opinion on Barnet's Statement of Accounts plays an essential and key role in providing assurance that Barnet's financial risks are managed in an environment of sound stewardship and control.
- 5.4.2 There are no key risks relating to the production, audit or publishing of the Statement of Accounts identified in the service risk register.
- 5.4.3 The Council is responsible for putting in place proper arrangements for the governance of its affairs and facilitating the effective exercise of its functions including the management of risk. The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to achievement of London Borough of Barnet policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

5.4.4 The Annual Governance Statement is a process of identifying governance issues and suggesting key actions to mitigate potential risks to the Council. These are then monitored throughout the year until resolution.

5.5 Equalities and Diversity

5.5.1 Accurate financial reporting is important to ensure the management of resources to enable the equitable delivery of services to all members of the community and to reduce the differential impact of the services received by all of Barnet's diverse communities.

5.6 Consultation and Engagement

N/A

6. BACKGROUND PAPERS

6.1 None

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LONDON BOROUGH OF BARNET

AUDIT COMPLETION REPORT

Audit for the year ended 31 March 2017

11 September 2017



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SUMMARY

AUDIT SCOPE AND OBJECTIVES

Audit status	We have substantially completed our audit procedures in accordance with the planned scope and our objectives have been achieved, subject to resolution of matters set out in the outstanding matters section below.
Audit risks	<p>During the course of our audit we have elevated the risk level of three of our financial statements audit risks from 'normal' to 'significant'. These are as follows:</p> <ul style="list-style-type: none"> • Property, plant and equipment and investment property valuations (due to volatility and uncertainty over market prices in the year) • Pension liability assumptions (draft accounts recorded a significant and unexpected decrease in the net pension liability) • Changes in presentation of the financial statements (draft accounts included a number of unexpected differences relating to these changes) <p>In addition, we identified two new significant risks to our use of resources opinion:</p> <ul style="list-style-type: none"> • Contract management and monitoring (concerns raised regarding arrangements for managing performance of contractors) • Failings in Children's service identified by Ofsted (critical report issued by Ofsted).
Materiality	Our final materiality for the group and the Council is £16 million.
Changes to audit approach	There were no other significant changes to our planned audit approach nor were any restrictions placed on our audit.

KEY AUDIT AND ACCOUNTING MATTERS

Material misstatements	<p>We identified a number of material misstatements in the draft financial statements as summarised at Appendix I.</p> <p>Management has corrected all material and some non-trivial misstatements. These corrections did not impact on the Council or group surplus on the provision of services for the year but has reduced net assets and reserves of the Council by £82.348 million and the Group by £89.295 million.</p>
Unadjusted misstatements	<p>There are 9 unadjusted non-trivial misstatements identified by our audit work. If corrected, these would increase the Council's surplus on the provision of services and net assets by £2.894 million and increase the group surplus and net assets by £2.881 million.</p> <p>There are three misstatements carried forward from the previous year that suggests £7.186 million of income included in 2016/17 should be recorded as 2015/16 income. We consider that the group's corrected underlying CIES position is a deficit for the year of £4.305 million.</p>
Control environment	Our audit identified no significant deficiencies in internal controls.

KEY AUDIT AND ACCOUNTING MATTERS

A number of other deficiencies have been identified as summarised at Appendix II.

SUMMARY

KEY MATTERS FROM OUR AUDIT OF USE OF RESOURCES

Sustainable finances	We are satisfied that the Council has adequate arrangements for setting and monitoring financial budgets, and that it has clearly identified its funding gap and savings requirements through to 2020.
Contract management and monitoring	We are satisfied that the Council has adequate arrangements for contract management and performance management of key contracts. We also recognise and welcome the work identified in the AGS to improve the oversight, accountabilities, and roles and responsibilities across commissioning, finance and contract management and will continue to keep this area under review in the coming year to ensure a robust framework is in place to deliver value for money.
Ofsted inspection	In April and May 2017, the Council was subject to an Ofsted inspection of its services for children in need of help and protection, children looked after and care leavers. The report assessed these services as inadequate.

AUDIT OPINION

Financial statements	Subject to the successful resolution of outstanding matters set out on page 5, we anticipate issuing an unmodified opinion on the financial statements for the year ended 31 March 2017.
Use of resources	As a result of the Ofsted inspection rating the Council's Children's services as inadequate, we are unable to conclude that the Council has adequate arrangements for the delivery of safe and effective services for Children's services. Our use of resources conclusion will be modified to reflect this.

OTHER MATTERS FOR THE ATTENTION OF THE AUDIT COMMITTEE

Whole of Government Accounts (WGA)	The Council received an extension to submit the unaudited WGA Data Collection Tool (DCT) to HM Treasury after the initial date of 7 July 2017 and we receive this on 1 August 2017. We will complete our review of the DCT after we have completed our audit of the financial statements. We will aim to issue our opinion on the consistency of the DCT return with the audited financial statements before the 29 September 2017 deadline.
Audit independence	Our observations on our audit independence and objectivity and related matters are set out in Appendix IV.
Objections from members of the public	We have received objections regarding the legality of transactions in the financial statements including accruals for PCN parking income, gain share payments made to Capita and the decision to take borrow in the form of Lender Option Borrower Option (LOBOs) loans in previous years. Investigations into these transactions will continue. However, work completed to date does not suggest that there will be a material impact on the financial statements or use of resources and is unlikely to result in delay to the audit opinions on the financial statements or use of resources.
Audit certificate	We will issue our audit certificate after we have completed our work on the group financial statements, Pension Fund financial statements, use of

OTHER MATTERS FOR THE ATTENTION OF THE AUDIT COMMITTEE

resources and Whole of Government Accounts, and after responding appropriately to any objections received from local electors.

INTRODUCTION

PURPOSE AND USE OF THIS REPORT

We present our Audit Completion Report to the Audit Committee, which details the key findings arising from the audit for the attention of those charged with governance. It forms a key part of our communication strategy with you, a strategy which is designed to promote effective two way communication throughout the audit process.

As auditors we are responsible for performing our audit in accordance with International Standards on Auditing (UK & Ireland) which provide us with a framework which enables us to form and express an opinion on the financial statements that have been prepared by management with the oversight of those charged with governance. The audit of the financial statements does not relieve management nor those charged with governance of their responsibilities for the preparation of the financial statements.

The contents of this report relate only to those matters which came to our attention during the conduct of our normal audit procedures which are designed primarily for the purpose of expressing our opinion on the financial statements and use of resources. As the purpose of the audit is for us to express an opinion on the financial statements and use of resources, you will appreciate that our audit cannot necessarily be expected to disclose all matters that may be of interest to you and, as a result, the matters reported may not be the only ones which exist. As part of our work, we considered internal control relevant to the preparation of the financial statements such that we were able to design appropriate audit procedures. This work was not for the purpose of expressing an opinion on the effectiveness of internal control.

This report has been prepared solely for the use of the Audit Committee. In preparing this report we do not accept or assume responsibility for any other purpose or to any other person.

We would like to thank staff for their co-operation and assistance during the audit and throughout the period.

AUDIT QUALITY

BDO is totally committed to audit quality. It is a standing item on the agenda of BDO's Leadership Team who, in conjunction with the Audit Stream Executive (which works to implement strategy and deliver on the audit stream's objectives), monitor the actions required to maintain a high level of audit quality within the audit stream and address findings from external and internal inspections. BDO welcomes feedback from external bodies and is committed to implementing necessary actions to address their findings.

We recognise the importance of continually seeking to improve audit quality and enhancing certain areas. Alongside reviews from a number of external reviewers, the AQR (the Financial Reporting Council's Audit Quality Review team), QAD (the ICAEW Quality Assurance Department) and the PCAOB (Public Company Accounting Oversight Board who oversee the audits of US firms), the firm undertake a thorough annual internal Audit Quality Assurance Review and as member firm of the BDO International network we are also subject to a quality review visit every three years. We have also implemented additional quality control review processes for all listed and public interest audits.

More details can be found in our latest Transparency Report at www.bdo.co.uk.

OUTSTANDING MATTERS

We have substantially completed our audit work for the year ended 31 March 2017.

The following matters are outstanding at the date of this report. We will update you on their current status at the Audit Committee meeting at which this report is considered:

1 Review of information and supporting evidence provided by management in response to the remaining queries in the audit tracker.

2 Clearance of review by the Engagement Quality Control Reviewer.

3 Receipt of a component auditor return from the auditor of The Barnet Group Ltd.

4 Subsequent events review.

5 Final review and approval of the amended financial statements, incorporating any agreed audit adjustments.

6 Management representation letter, as attached in Appendix VI, to be approved and signed.

KEY AUDIT AND ACCOUNTING MATTERS

AUDIT RISKS

We assessed the following matters as audit risks. Since we issued our Audit Plan on 3 April 2017, we have amended the risk from normal risk to significant risk in respect of: property, plant and equipment and investment property valuations; pension liability assumptions; and changes in presentation of the financial statements. Below we set out how these risks have been addressed and the outcomes of our procedures.

Key: ■ Significant risk ■ Normal risk

AUDIT AREA		RISK DESCRIPTION	HOW RISK WAS ADDRESSED BY OUR AUDIT	AUDIT FINDINGS AND CONCLUSION
1	Management override of controls	Under auditing standards there is a presumed significant risk of management override of the system of internal controls in all entities.	We tested the appropriateness of journal entries recorded in the general ledger and other adjustments made in the preparation of the financial statements.	We have used data analytics software to review the Council’s general ledger, in order to focus our testing of journals on higher risk areas.
		By its nature, there are no controls in place to mitigate the risk of management override.	We reviewed significant accounting estimates for biases and evaluated whether the circumstances producing the bias, if any, represent a risk of material misstatement due to fraud.	Our detailed testing of a sample of journals identified no evidence of inappropriate journal entries or management override of controls.
			We obtained an understanding of the business rationale for significant transactions that are outside the normal course of business for the entity or that otherwise appear to be unusual.	We have not found any indication of management bias in accounting estimates. Our views on significant management estimates are set out in this report.
				We identified no significant or unusual transactions which we consider to be indicative of fraud in relation to management override of controls.

KEY AUDIT AND ACCOUNTING MATTERS

AUDIT AREA	RISK DESCRIPTION	HOW RISK WAS ADDRESSED BY OUR AUDIT	AUDIT FINDINGS AND CONCLUSION
2	<p>Revenue recognition</p> <p>Under auditing standards there is a presumption that income recognition presents a fraud risk. For local authorities, the risks can be identified as affecting the existence of income.</p> <p>In particular, we considered there to be a significant risk in respect of the existence (recognition) of revenue and capital grants that are subject to performance conditions before these may be recognised as revenue in the Comprehensive Income and Expenditure Statement (CIES).</p> <p>We also considered there to be a significant risk in relation to the existence of fees and charges income recorded in the CIES.</p>	<p>We tested a sample of grants subject to performance conditions to confirm that conditions of the grant have been met before the income is recognised in the CIES.</p> <p>We tested a sample of fees and charges income to ensure income has been recorded in the correct period and that all income that has been recorded should have been recorded.</p>	<p>Our testing of grant income identified the following issues:</p> <p>The first draft accounts included public health grant income of £18.054 million which was incorrectly classified within taxation and non-specific grant income in the CIES, when it should have been included within the Public Health line above deficit on continuing operations.</p> <p>There were significant omissions and errors within the first draft grant income disclosure notes, for example the housing benefit subsidy grant which is material by value, although we are satisfied that the correct amounts had been recognised as income within the CIES.</p> <p>We identified that the Council is accounting for Community Infrastructure Levy (CIL) income on the basis of when cash is received, not at the point that a chargeable development commences (as required by the Code). As a result, there is net total income of £3.693 million recognised in the current year which should have been recognised in a previous year, and total income due of £1.958 million which should have been accrued in the current year but was not. The net impact is that current year income is overstated by £1.735 million. Management has informed us that it will not adjust for this error and it has been included in our summary of unadjusted misstatements at Appendix I.</p> <p>Our testing identified no issues.</p>




KEY AUDIT AND ACCOUNTING MATTERS

AUDIT AREA	RISK DESCRIPTION	HOW RISK WAS ADDRESSED BY OUR AUDIT	AUDIT FINDINGS AND CONCLUSION	
3	Land, buildings, dwellings and investment property valuations	<p>Local authorities are required to ensure that the carrying value of land, buildings, dwellings and investment properties is not materially different to existing use value for operational assets, or fair value for surplus assets and investment properties at the balance sheet date.</p> <p>The Council applies an annual revaluation process which is determined through consultation between the finance team and Principal Valuation Manager. High value properties, and those which are expected to be subject to significant valuation movements, are revalued on an annual basis. This covers approximately 90% of properties by value. Other properties are revalued on a rolling 5-yearly basis.</p> <p>There is a risk over the valuation of land, buildings, dwellings and investment properties where valuations are based on assumptions or where updated valuations have not been provided for a class of assets at year-end.</p> <p>(This has been increased from a normal risk to a significant risk due to volatility and uncertainty over market prices in the year)</p>	<p>We reviewed the instructions provided to the valuer and reviewed the valuer’s skills and expertise in order to determine if we can rely on the management expert.</p> <p>We assessed whether the basis of valuation for assets valued in year is appropriate based on their usage, and whether an instant build modern equivalent asset basis has been used for assets valued at depreciated replacement cost.</p> <p>We reviewed valuation movements against indices of price movements for similar classes of assets and followed up valuation movements that appeared unusual.</p>	<p>We have gained sufficient assurance over the independence, objectivity and competence of the Council’s outsourced valuation team, and therefore can rely upon their work in valuing the Council’s property assets. In addition, we note that there is a robust review and challenge process in place within the finance team which provides further assurance.</p> <p>We have reviewed a sample of in-year revaluations and we are satisfied that the valuation bases used are appropriate.</p> <p>We have challenged the valuer in respect of a number of property valuation movements which appeared unusual in comparison to general indices. Following this additional work we are satisfied that all valuations fall within a reasonable estimation range.</p> <p>Further information about our assessment of the estimates applied can be found on the following page.</p> <p>We did identify two presentational errors within the PPE note in respect of revaluation movements. These related to Council dwellings (incorrect grossing up of upwards and downwards revaluations by £21.643 million) and investment properties (incorrect netting down of upwards and downwards revaluations by £2.322 million). In both cases there was no impact on the total closing net book value of assets, and the errors have been corrected in the final accounts.</p>

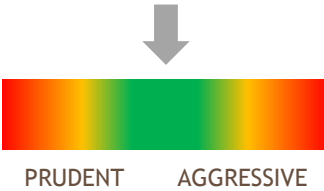
KEY AUDIT AND ACCOUNTING MATTERS

SIGNIFICANT ACCOUNTING ESTIMATES

Land, buildings, dwellings and investment property valuations

ESTIMATE	HOW RISK WAS ADDRESSED BY OUR AUDIT	AUDIT CONCLUSION
<p>Land and buildings are valued by reference to existing use market values</p> <p>Dwellings are valued by reference to open market value less a social housing discount</p> <p>Investment properties and surplus land and buildings are valued by reference to fair value for highest and best use</p> <p>Some specialist buildings (for example schools) are valued at depreciated replacement cost for a modern equivalent asset, by reference to building indices</p>	<p>Council dwellings</p> <p>For Council dwellings, a flat rate of 5.0% increase in valuations has been applied to each property for 2016/17 (giving a total revaluation gain of £27.2 million after accounting for stock movements). We have compared this to a range of national house price indices, which show increases of between 2.8% and 4.2% over the same period. However, Land Registry data for the Barnet local authority area shows an increase in house prices over the period of 7.2%. Discussions with the valuer revealed that there is the significant variation in market conditions across the Borough, and that the Council's dwellings tend to be located within more deprived areas which have not experienced the same degree of valuation increases seen elsewhere. As such, we have concluded that the increase of 5.0%, whilst on the prudent side, results in an overall valuation which falls within a reasonable range.</p> <p>Schools</p> <p>Council owned schools are valued at depreciated replacement cost on the basis of government guidance on the required floor area per pupil for different types of school. It is noted that the Council applies the maximum recommended floor area per pupil permitted by the government guidelines, which will result in valuations towards the top end of the range. The rationale for this is that schools constructed by the Council in recent years have been built to a high specification. This year, the Council has recognised a valuation decrease of 2.7% (£5.5 million) in respect of its schools' land and buildings, which is primarily as a result of a fall in pupil numbers of 2.4%.</p> <p>We have carried out an exercise to benchmark the assumptions used by the Council's valuers against other authorities, and a review of the evidence provided by the valuer to support the valuations. We are satisfied that overall the valuations fall within a reasonable range, although they are on the high side as compared to other local authorities which reflects higher than average building costs experienced in recent projects.</p> <p>Surplus assets</p> <p>Surplus assets have seen a significant overall revaluation increase of 37.7% (£9.4 million). Of this, £7.4 million relates to two properties: the first is in the Burnt Oak development area, and the second is in the Brent Cross regeneration area. Both properties have been revalued in year on the basis of their future development potential. We have reviewed the valuation basis and assumptions applied for these assets and we are satisfied that overall the valuations fall within a reasonable range.</p>	<p>↓</p>  <p>PRUDENT AGGRESSIVE</p> <p>↓</p>  <p>PRUDENT AGGRESSIVE</p> <p>↓</p>  <p>PRUDENT AGGRESSIVE</p>

KEY AUDIT AND ACCOUNTING MATTERS

SIGNIFICANT ACCOUNTING ESTIMATES		
Land, buildings, dwellings and investment property valuations (continued)		
ESTIMATE	HOW RISK WAS ADDRESSED BY OUR AUDIT	AUDIT CONCLUSION
	<p>Investment properties</p> <p>Investment properties have seen an overall increase in valuation of 0.3% (£0.4 million) in year. However, this overall increase incorporates significant downwards revaluations totalling £6.5 million on three individual properties (Mill Hill Depot, and two sites relating to the Brent Cross redevelopment). The Mill Hill Depot valuation is based upon future expected cash flows from the Council’s participation in the Inglis Consortium, of which the Mill Hill Depot site forms part. This has seen a decrease in year as estimated by the Consortium’s advisers. In respect of the two Brent Cross sites, these were purchased by the Council at a price which incorporated some degree of future development potential. However, their fair value is currently impaired pending the outcome of the ongoing planning process. Should planning approval be granted, an increase in valuation would be anticipated. We have reviewed the valuation basis and assumptions applied for a sample of investment properties and we are satisfied that overall the valuations fall within a reasonable range.</p>	 <p>PRUDENT AGGRESSIVE</p>
	<p>Other operational land and buildings</p> <p>Other land and buildings have been revalued upwards by a total of 2.3% (£3.4 million). IPD regional capital growth indices (for buildings) show regional increases of 2.7% for retail, 10.5% for office, and 12.7% for industrial, for the period Q1 2015 to Q1 2016 (as the effective date of the Council’s valuations is 1 April 2016). However, research conducted by Knight Frank shows that land values within the region (based upon residential development land) have decreased by 1.8% over the same period. We have tested a sample of properties, and challenged the valuer where individual movements appear unusual, and we are satisfied that overall the Council’s valuations fall within a reasonable range.</p>	

KEY AUDIT AND ACCOUNTING MATTERS

AUDIT AREA	RISK DESCRIPTION	HOW RISK WAS ADDRESSED BY OUR AUDIT	AUDIT FINDINGS AND CONCLUSION
<p>4 Pension liability assumptions</p>	<p>The net pension liability comprises the group and Council's share of the market value of assets held in the pension fund and the estimated future liability to pay pensions.</p> <p>An actuarial estimate of the liability is calculated by an independent firm of actuaries. The Council has appointed new actuaries, Hymans Robertson, for 2016/17.</p> <p>The estimate is based on the membership data prepared for the 2016 triennial valuation and updated to 31 March 2017 for local factors such as mortality rates and expected pay rises along with other assumptions around inflation when calculating the liability.</p> <p>At the planning stage it was our understanding that the actuary was likely to take a more prudent assessment of future assumptions that would increase the pension liabilities. We identified a risk that the valuation would not be based on accurate membership data or would use inappropriate assumptions to value the liability.</p> <p>(This has been increased from a normal risk to a significant risk following a review of the draft accounts which showed a significant and unexpected decrease in the net pension liability).</p>	<p>As the auditors of the Pension Fund, we reviewed the controls for providing accurate membership data to the actuary.</p> <p>Our audit of the Pension Fund accounts in 2015/16 highlighted issues in respect of the maintenance and timely updating of membership data, which could impact on the Council and the Group (The Barnet Group) net pension liability.</p>	<p>During this year's audit we have seen evidence that the outsourced pension administrator, along with the actuary preparing the 2016 triennial valuation, has undertaken a data cleansing exercise which has resulted in a number of issues being identified and corrected.</p> <p>However, we have still identified a relatively high level of errors in the details for active members at 31 March 2017 which indicates that the problems are not yet fully resolved.</p> <p>Additional testing has been undertaken on the pension fund audit and we have discussed the impact of these errors with the actuary.</p> <p>The actuary has confirmed that he undertook an exercise when preparing the 2016 triennial valuation membership data to remove 'false' actives where no contributions had been received and reallocated these members to deferred status. No update is required to the 2016 data as the roll-forward of data remains appropriate for preparing the 31 March 2017 valuations.</p> <p>We have reported our concerns over maintenance of the membership data to the Pension Fund Committee.</p>

KEY AUDIT AND ACCOUNTING MATTERS

AUDIT AREA	RISK DESCRIPTION	HOW RISK WAS ADDRESSED BY OUR AUDIT	AUDIT FINDINGS AND CONCLUSION
Pension liability assumptions (continued)		We reviewed the reasonableness of the assumptions used in the calculation against other local government actuaries and other observable data. This included review of the PwC consulting actuary report commissioned by the NAO on behalf of all local authority auditors for the review of the methodology of the actuary and reasonableness of the assumptions.	<p>We noted that the estimate of the Council’s share of fund assets used to calculate the net pension liability in the draft accounts was based upon index returns, as the actuary had not been provided with actual investment return information at the time of drafting her report.</p> <p>As a result, we requested that management obtain an updated actuarial report based upon actual returns. This showed that the initial estimate had understated the Council’s net pension liability by £82.348 million.</p> <p>Although a similar updated report was not requested for The Barnet Group for inclusion in the Group accounts, by applying a similar adjustment, we have estimated that The Barnet Group net pension liability is understated by £6.947 million.</p> <p>Management has updated the final accounts accordingly.</p> <p>We consider that the assumptions and methodology used by the Council’s actuary within the updated report are appropriate, and will result in an estimate of the net pension liability which falls within a reasonable range, subject to us gaining suitable assurance over the accuracy of the membership data used as described above.</p> <p>However, we did identify a number of presentational issues within the draft pensions note, as follows:</p> <ul style="list-style-type: none">• The presentation of changes in actuarial assumptions was incorrect as it did not split movements between changes in demographic assumptions, changes in financial assumptions, and other experience gains.


KEY AUDIT AND ACCOUNTING MATTERS

AUDIT AREA	RISK DESCRIPTION	HOW RISK WAS ADDRESSED BY OUR AUDIT	AUDIT FINDINGS AND CONCLUSION
Pension liability assumptions (continued)			<ul style="list-style-type: none"> The asset descriptions within the employer asset share disclosure were incorrect. Sensitivity analysis disclosures were incorrect and did not agree to the actuary's report. The treatment of administration expenses (£717,000) was incorrect within the pension note as these had been incorrectly deducted from service costs, with a corresponding overstatement of employer contributions in the reconciliation of scheme assets. Certain narrative disclosures were missing, including a description of the regulatory framework in which the plan operates, a description of the plan's governance arrangements, and a description of the risks to which the plan exposes the authority. The Pensions Reserve section of the note was incorrectly presented. There was no disclosure concerning the maturity profile of the defined benefit obligation as required by the Code. <p>Management has agreed to address the above issues in the final accounts.</p>

KEY AUDIT AND ACCOUNTING MATTERS

SIGNIFICANT ACCOUNTING ESTIMATES

Pension liability assumptions

ESTIMATE	HOW RISK WAS ADDRESSED BY OUR AUDIT			AUDIT CONCLUSION
The key assumptions include estimating future expected cash flows to pay pensions including inflation, salary increases and mortality of members; and the discount rate to calculate the present value of these cash outflows	The gross pension liability of the Council has increased by £147 million, from £1.030 billion to £1.177 billion. This is principally due to a reduction in the discount rate used to value future liabilities (from 3.5% to 2.5%) along with a slight increase to the pension increase rate (from 2.3% to 2.4%). Offsetting this is a reduction in mortality years applied to current and future pensioners and a lower increase rate for salaries (decreased from 4.1% to 2.7%).			 PRUDENT AGGRESSIVE
		Actual used	Acceptable range (PwC)	
	RPI increase	3.4%	3.4%	
	CPI increase	2.4%	2.4%	
	Salary increase	2.7%	--	
	Pension increase	2.4%	2.4%	
	Discount rate	2.5%	2.5-2.7%	
	Mortality:			
	Retiring today			
	- Male	21.9 years	21.5-22.8	
	- Female	24.3 years	24.1-25.1	
	Retiring in 20 years			
	- Male	23.9 years	23.7-24.4	
	- Female	26.5 years	26.2-26.9	
	Commutation rate:			
	Pre-April 2008	50%	25%-75%	
	Post-April 2008	50%	25%-75%	
All of the assumptions used fall within the reasonable range for the actuary as per the PwC report. We note that the use of a discount rate at the bottom of the expected range is likely to result in an estimate of net liability which is slightly on the prudent side, although combined with the mortality estimates which tend towards the lower end for life expectancy, we are satisfied that overall the estimate falls within a reasonable range.				

KEY AUDIT AND ACCOUNTING MATTERS

AUDIT AREA	RISK DESCRIPTION	HOW RISK WAS ADDRESSED BY OUR AUDIT	AUDIT FINDINGS AND CONCLUSION
5	Changes in presentation of the financial statements	<p>The Code requires a change to the presentation of some areas of the financial statements this year. This includes:</p> <ul style="list-style-type: none"> • Change to the format of the Comprehensive Income and Expenditure Statement (CIES) • Change to the format of the Movement in Reserves Statement (MIRS) • New Expenditure and Funding Analysis (EFA) note • Change to the Segmental Reporting note • New Expenditure and Income analysis note <p>This requires a restatement of the 2015/16 CIES.</p> <p>We identified a risk that these presentational changes would not be correctly applied in the financial statements.</p> <p>(This has been increased from a normal risk to a significant risk following a review of the draft accounts which included a number of unexpected differences relating to these changes.)</p>	<p>We reviewed the draft financial statements and checked these against the CIPFA Disclosure Checklist and whether the analysis by service in the CIES is consistent with the internal reporting within the Council.</p> <p>We are satisfied that the new format and structure of the CIES is appropriate, and consistent with internal reporting to the Policy and Resources Committee, which is deemed to fulfil the role of Chief Operating Decision Maker for the Council.</p> <p>However, we identified significant issues in respect of the format and content of the draft EFA. The note was not presented in the 'three column' format required by the Code, and the total figures for net expenditure chargeable to the General Fund and HRA did not agree to the MIRS as the note had been prepared on an incorrect basis.</p> <p>In addition, the draft accounts did not include an analysis of income and expenditure by nature, or a segmental reporting analysis for revenue from external customers, both of which are required by the Code.</p> <p>Management has agreed to correct the above errors in the final accounts.</p>

KEY AUDIT AND ACCOUNTING MATTERS

AUDIT AREA	RISK DESCRIPTION	HOW RISK WAS ADDRESSED BY OUR AUDIT	AUDIT FINDINGS AND CONCLUSION
Changes in presentation of the financial statements (continued)		We reviewed the restatement of the comparative 2015/16 information to ensure that this was presented consistently with the current year basis.	<p>We found a number of errors were made in the restatement of the prior year CIES into the new format, which resulted in both income and expenditure being grossed up by a material amount. There was no overall impact on the net surplus on provision of services.</p> <p>It took significant effort by the finance team to identify the causes of these errors so that they could be corrected. This is in part due to the Council's highly complex ledger structure and chart of accounts, and the resulting high level of manual intervention which is required during the accounts preparation process.</p> <p>Following the additional work conducted by the finance team, an updated prior year CIES has been prepared. This shows gross income and expenditure which is greater than that disclosed in the prior year by £40.9 million, as a result of errors in the prior year accounts which were identified during the restatement exercise. There is no net impact upon the surplus on provision of services or the opening reserve balances.</p> <p>Due to the issues identified with the prior year restatement, we also asked the finance team to revisit the current year CIES. This identified the following issues:</p> <p>Education and skills</p> <ul style="list-style-type: none"> Income and expenditure were both understated by £17.812 million as a result of the incorrect netting down of external income and expenditure relating to Council controlled schools.

KEY AUDIT AND ACCOUNTING MATTERS

AUDIT AREA	RISK DESCRIPTION	HOW RISK WAS ADDRESSED BY OUR AUDIT	AUDIT FINDINGS AND CONCLUSION
Changes in presentation of the financial statements (continued)			<p>Central expenses</p> <ul style="list-style-type: none"> Income and expenditure were both overstated by £129.840 million as a result of a spreadsheet error in the Council's working paper. Income and expenditure were both overstated by £28.010 million due to the incorrect recognition of amount relating to academies. Income and expenditure were both overstated by £20.750 million due to an error in the posting of an off-ledger adjustment relating to capital financing. Income and expenditure were both understated by £8.042 million due to the incorrect netting down of amounts in the Special Parking Account. <p>Capital financing errors</p> <ul style="list-style-type: none"> There were also corresponding overstatements of income and expenditure on Regional Enterprise of £16.030 million, Commissioning Group £3.220 million, parking and infrastructure £997,000, street scene £264,000 and family services £239,000. <p>None of these errors impact upon the total net surplus on provision of services or the General Fund balance.</p> <p>We are satisfied that all of the issues identified have been addressed in the final accounts. Nevertheless, given the level of misstatements found in the current year and prior year accounts, we have recognised a control deficiency in respect of the Council's accounts preparation process (see Appendix II).</p>


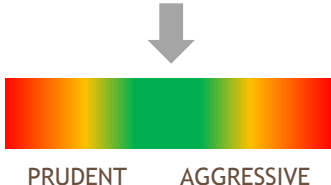
KEY AUDIT AND ACCOUNTING MATTERS

AUDIT AREA	RISK DESCRIPTION	HOW RISK WAS ADDRESSED BY OUR AUDIT	AUDIT FINDINGS AND CONCLUSION
6 Allowances for non-collection of receivables	<p>The Council recognises an allowance for the non-collection of receivables, primarily in respect of council tax arrears, non-domestic rate (NDR) arrears, housing rents arrears and parking charges. The Council assesses each type of receivable separately in determining how much to allow.</p> <p>There is a risk over the valuation of this allowance if incorrect assumptions or source data are used, or an inappropriate methodology is applied.</p>	<p>We reviewed the provisioning model for significant income streams and debtor balances to assess whether it appropriately reflects historical collection rates by age of debt or arrears.</p> <p>We reviewed the aging profile of debts and the total amount of debt to confirm that all amounts at risk had been taken into account in estimating the allowance for non-collection.</p>	<p>Our assessment of the Council's significant accounting estimates in respect of allowances for non-collection of receivables is set out on the following page. We concluded that all estimates fall within a reasonable range.</p> <p>As part of the review of aged debts, we noted that the Council had excluded two older debts from the calculation of the allowance for non-collection or for impairment as management was of the view that these were recoverable.</p> <p>The first relates to The Barnet Group at £296,000 that is in excess of one year old. Management has stated that as The Barnet Group is a wholly owned subsidiary that this debt is secure. However, we have not seen evidence of why this amount is considered to be a valid debtor.</p> <p>The second relates to Comer Homes at £925,711 that is in excess of two years old. Management believe this is recoverable and relates to energy costs paid on the North London Business Park premises that should have been paid by Comer Homes. We have seen correspondence in 2015 suggesting that this will repaid at £50,000 per month but we have not seen any recovery to date. The case has been passed to HB Public Law.</p> <p>Due to the aging of these debts and lack of recovery action to date, we are seeking a specific management representation to confirm that these amounts are recoverable.</p>

KEY AUDIT AND ACCOUNTING MATTERS

AUDIT AREA	RISK DESCRIPTION	HOW RISK WAS ADDRESSED BY OUR AUDIT	AUDIT FINDINGS AND CONCLUSION
Allowances for non-collection of receivables (continued)		We reviewed aged debtor accruals that had not been invoiced to assess the risk of non-recovery.	<p>We noted that the Council had accrued for income from Regional Enterprises for under performance of contracted income for the past two years totalling £4.599 million, although neither the previous year or the current year penalties have been invoiced.</p> <p>It is unclear whether Regional Enterprises has accrued from the contract penalties as expenditure. It is also unclear whether any deficit or liability arising in Regional Enterprises for contract performance penalties would fall proportionally to each joint venturer (i.e. also the Council) or solely on the joint venture partner.</p> <p>Management stated that it believes these amounts are recoverable due to contract under performance on income recovery targets, that this falls entirely on Regional Enterprises and it has sufficient resources to make good on these penalties.</p> <p>In the absence of any supporting correspondence from Regional Enterprises that it acknowledges this liability and failure to submit invoices for under-performance penalties for the past two years, we are seeking a specific management representation to confirm that this amount is recoverable.</p>

KEY AUDIT AND ACCOUNTING MATTERS

SIGNIFICANT ACCOUNTING ESTIMATES		
Allowances for non-collection of receivables		
ESTIMATE	HOW RISK WAS ADDRESSED BY OUR AUDIT	AUDIT CONCLUSION
Estimate of future write-offs of uncollectable debt	Council tax arrears <p>The Council has recognised a year-end provision of £17.379 million against gross arrears and related costs (excluding amounts attributable to the Greater London Authority) totalling £27.153 million. The provision has decreased by £1.589 million from the prior year.</p> <p>The provision is estimated using historic collection rate information for debts of varying ages over the past 5 years. We found that the methodology applied only takes into account one year’s worth of collections for each debt aging category, and does not consider the fact that in reality debts may be collected over a longer time period. As such, this will result in an estimate which is on the prudent side. However, we found a number of errors in the Council’s calculations which resulted in the provision being understated (applying the Council’s own methodology). As a result, we conducted our own exercise which estimated the provision taking into account cumulative collection rates, and the result was a provision which varied from that recognised by only a trivial amount. As such, we have concluded that the estimate falls within a reasonable range. However, we have raised a recommendation at Appendix II for the Council to review its provisioning methodology and calculation going forward.</p>	
	Other debtors <p>Provisions against other debtors total £14.877 million, which is a decrease of £28,000 from the prior year. The most significant categories of debtor against which provisions are raised include housing rent arrears (£8.143 million), Penalty Charge Notices (£3.503 million), and NDR arrears (£2.375 million). For each of these categories the Council has applied a different methodology, utilising historic collection rates and other data to set expectations for future collection rates. We have reviewed the methodologies used for each significant category of debtor and we are satisfied that all estimates fall within a reasonable range.</p>	

KEY AUDIT AND ACCOUNTING MATTERS

7	AUDIT AREA	RISK DESCRIPTION	HOW RISK WAS ADDRESSED BY OUR AUDIT	AUDIT FINDINGS AND CONCLUSION
	Consideration of related party transactions	We consider if the disclosures in the financial statements concerning related party transactions are complete and accurate, and in line with the requirements of the accounting standards.	<p>We reviewed the related party transactions identification procedures in place and relevant information concerning any such identified transactions. We also carried out Companies House searches for undisclosed interests.</p> <p>We discussed with management and reviewed Member and senior officer declarations to ensure there are no potential related party transactions which have not been disclosed.</p>	<p>We identified no undisclosed relation party transactions within the draft accounts.</p> <p>However, we did identify issues with the Council's processes in respect of related party transactions, as follows:</p> <ul style="list-style-type: none"> • Delays were experienced in receiving annual related party declarations from a number of current Members of the Council, and we reported within our interim progress report on 25 July 2017 that 7 declarations remained outstanding at that time. Whilst all declarations have now been received, we have raised a recommendation that the Council seeks to strengthen this process in the future (see Appendix II). • The finance team prepared an analysis of related party transactions as a basis for the draft note to the accounts, but we found that this did not include all declared related parties. An updated working paper has now been provided and no undisclosed related party transactions were found by this additional work, however again we have raised a recommendation that this process be strengthened (see Appendix II). <p>In addition, we identified a number of disclosure errors in the draft accounts as follows:</p> <ul style="list-style-type: none"> • Outstanding balances to and from The Barnet Group Ltd were not consistent with the consolidation schedules used to prepare the group accounts. As such, the creditor balance was understated by £5.989 million, and the debtor balance was understated by £3.231 million.

KEY AUDIT AND ACCOUNTING MATTERS

AUDIT AREA		RISK DESCRIPTION	HOW RISK WAS ADDRESSED BY OUR AUDIT	AUDIT FINDINGS AND CONCLUSION
	Consideration of related party transactions (continued)			<ul style="list-style-type: none">Income and expenditure with The Barnet Group was disclosed on the basis of amounts invoiced during the year, rather than the amount of income and expenditure recognised in the CIES.While the balances (debtors and creditors) with the Council’s subsidiaries/joint ventures were disclosed the total amount of income and expenditure also needs to be disclosed.The balance of investments held with other local authorities has not been updated with the current year figure. <p>All of these errors have been corrected in the final accounts.</p>

KEY AUDIT AND ACCOUNTING MATTERS

OTHER ISSUES

We comment below on other issues identified in the course of our audit, of which we believe you should be aware:

	AUDIT AREA	AUDIT FINDINGS
8	Classification of investments and cash and cash equivalents	<p>We identified two classification errors within investments and cash and cash equivalents, as follows:</p> <ul style="list-style-type: none"> One investment amount of £10 million was incorrectly classified as cash equivalent when it did not meet the Code definition, and should have been classified as a short-term investment. One investment amount of £5.053 million was incorrectly classified within long-term investments when its maturity date is less than 12 months from the balance sheet date, and therefore should have been classified as a short-term investment. <p>Management has corrected both of the above errors in the final accounts.</p>
9	The Barnet Group consolidation	<p>Due to the timing of the audit which is set by central government, it is necessary for the Council to consolidate the accounts of the The Barnet Group Ltd (TBG) into its group position on the basis of TBG's draft accounts. It is Council policy that adjustments are only made following completion of the TBG audit where variances from the draft figures are material to the group.</p> <p>This year, there were a number of non-material movements between the consolidation schedules prepared based upon draft accounts, and the final audited TBG accounts. This has had the following impact on the group position:</p> <ul style="list-style-type: none"> Debtors are overstated by £8.603 million Creditors are overstated by £8.316 million Provisions are overstated by £274,000 Housing needs and resources expenditure is understated by £506,000 Housing needs and resources income is understated by £493,000 <p>The net impact on the group surplus on the provision of services is an overstatement of £13,000. Management has confirmed that these errors will remain unadjusted, therefore these have been included within our schedule of unadjusted misstatements at Appendix I.</p>

KEY AUDIT AND ACCOUNTING MATTERS

	AUDIT AREA	AUDIT FINDINGS
10	Direct Debit bank balances	Our testing of cash at bank identified a balance of £2.274 million which was classified as cash at year-end, but related to direct debit receipts scheduled for April 2017. Therefore, cash is overstated by £2.274 million, and debtors are understated by the same amount. This has been included within our schedule of unadjusted errors at Appendix I.
11	Credit balances on receivables ledger	Our review of the Council's receivables ledger has identified credit balances totalling approximately £1.666 million which should be reclassified to payables. Management has informed that it will not adjust the final accounts in respect of this error, therefore we have included this within our schedule of unadjusted errors at Appendix I.
12	Impairment of non-social housing assets in the Housing Revenue Account (HRA)	Up until 2016/17, authorities have been permitted to reverse impairment charges on Council dwellings out of the HRA by posting an adjustment to the Capital Adjustment Account (CAA), which is an unusable reserve. This was permitted for a 5 year transitional period which commenced upon the implementation of the HRA self-financing regime in 2012/13. Our testing of the HRA confirmed that the Council has utilised these transitional arrangements in the current year. However, we found that the Council had also erroneously reversed an amount of £976,000 relating to impairment charges on non-social housing assets in the HRA that is not permitted. We have reviewed the revaluation history of the assets concerned, and have found that over the past 3 years, total net impairment charges of £1.007 million have been incorrectly reversed out of the HRA. As such, the HRA balance is overstated by £1.007 million at year-end, and the CAA understated by the same amount. This error will not be corrected, and therefore we have included this within our schedule of unadjusted misstatements at Appendix I.
13	Receipts in advance	Our testing of a sample of receipts in advance identified three items where a receipt in advance creditor had been raised in respect of income which had been invoiced in advance, but for which cash had not been received at year-end. The impact of this error is to overstate both debtors and creditors, but it has no impact on the surplus on provision of services or General Fund. We have extrapolated the errors found and estimate the total overstatement of debtors and creditors to be £373,000. This has been included within our schedule of unadjusted misstatements at Appendix I.

KEY AUDIT AND ACCOUNTING MATTERS

AUDIT AREA	AUDIT FINDINGS
14 Collection Fund balances	<p>We have identified a number of issues in respect of accounting for Collection Fund balances within the Council's Balance Sheet, and work is ongoing in this area. The issues identified to date include:</p> <ul style="list-style-type: none"> • The creditor balance with the Greater London Authority in respect of the Collection Fund appears to be understated by £2.812 million. • The Council has a creditor balance of £1.129 million in respect of its own share of the council tax surplus on the Collection Fund where no such balance should exist. • Debtor and creditor balances with preceptors are currently shown gross for each element of the Collection Fund balance whereas the Code requires one single net balance to be held in respect of each preceptor for council tax and NDR. • Other non-material apparent misclassifications or inconsistencies between working papers and the accounts. <p>The finance team are currently investigating the above issues.</p> <p>While the amounts involved do not appear to be material, we are not yet in a position to quantify these errors.</p>
15 Provision movements	<p>Within the draft provisions note, we note that movements in year on the insurance and NDR appeals provisions have been shown on a net basis, rather than the gross basis which is required by the Code.</p> <p>The impact on the note is not material, and this has been included as an unadjusted disclosure error within our schedule of misstatements at Appendix I.</p>
16 Audit fee disclosure	<p>Within the draft accounts, the audit fee in respect of grant certification work was overstated by £18,000.</p> <p>This has been corrected in the final accounts.</p>

KEY AUDIT AND ACCOUNTING MATTERS

AUDIT AREA	AUDIT FINDINGS
17 Exit package disclosures	<p>The Code requires authorities to disclose the number and total value of exit packages agreed during the year. The exit packages note within the draft accounts did not agree to the underlying supporting working papers, and contained a number of errors and omissions.</p> <p>We also identified the following issues within the Council's working papers:</p> <ul style="list-style-type: none"> There were 6 payments totalling £35,000 which were made in 2017/18 but related to exit packages agreed during 2016/17 that should have been included within the disclosure but were omitted. We found understatements of the exit package amount in respect of 5 individuals as a result of the report used not picking up all relevant pay. <p>The above errors have been corrected in the final accounts.</p>
18 Developer deposits	<p>Our testing of a sample of creditors identified balances totalling £4.725 million in respect of developer deposits which were more than 1 year old at the balance sheet date. These are deposits which are paid to the Council in advance of certain works taking place within the Borough, and can be retained if damage is done. The outstanding balance is high in the context of the movement in year, and indicates a risk that there are some balances which should either be repaid to developers, or recognised as income to the Council.</p> <p>A recommendation has been raised at Appendix II that management take steps to review and clear these balances.</p>
19 Council tax reconciliation	<p>The year-end reconciliation between Civica (the revenues and benefits system) and Integra (the accounting system) in respect of Council tax income included unreconciled differences totalling £560,000.</p> <p>Whilst this is not material, we have raised a recommendation at Appendix II that a process should be put into place to ensure that all differences arising from key control account reconciliations should be cleared on a timely basis.</p>
20 Schools cash balances	<p>The Council's policy is to report all schools cash balances as at 15 March each year, with any transactions between this date and year-end being accounted for as accrued income or expenditure. This is likely to result in some degree of misstatement on the balance sheet, but will not impact upon income and expenditure.</p> <p>From our testing we have identified a net difference between school bank balances at 15 March and 31 March 2017 of £485,000 (with a higher balance at 31 March). We have included this net difference within our schedule of unadjusted misstatements at Appendix I. In reality, the gross impact on creditors and debtors balances may be higher, but we are satisfied this is not material.</p> <p>We have also raised a recommendation at Appendix II that the Council considers reviewing its policy in this area.</p>

KEY AUDIT AND ACCOUNTING MATTERS

AUDIT AREA	AUDIT FINDINGS
21 Financial instruments disclosures	<p>We identified a number of issues within the financial instrument notes, as follows:</p> <ul style="list-style-type: none"> Financial assets in respect of trade debtors were overstated by £42.436 million within the financial instruments note as a result of misclassifications within the financial instrument working papers, and a failure to show the balance net of impairments. There was no impact upon the Council's total assets on the Balance Sheet. Current investments totalling £23.700 million had been incorrectly classified as loans and receivables when they should have been classified as available for sale. There was no impact upon their valuation. In addition, prior year comparative figures were not split between loans and receivables and available for sale assets in accordance with the prior year accounts. Financial liabilities in respect of trade creditors were understated by £9.777 million within the financial instruments note as a result of misclassifications within the financial instrument working papers. There was no impact upon the Council's total liabilities on the Balance Sheet. There was no description of valuation techniques and inputs in respect of available for sale financial assets. Credit risk disclosures did not consider the risk associated with cash and cash equivalent balances, and no analysis was provided of the age of trade debtors which are past due but not impaired, as required by the Code. <p>These errors have been corrected within the final accounts.</p> <p>In addition, the maturity analysis for borrowing has been presented on a nominal basis, rather than on the basis of future contractual cash flows (including interest), as required by the Code.</p> <p>We do not consider this to be a material departure from Code requirements, and this has remained unadjusted.</p>
22 Earmarked reserves note	<p>We noted that within the draft earmarked reserves note the 'Service - Other' line held a material balance at year-end. The Code requires balances to be disclosed individually where material.</p> <p>We are currently liaising with the finance team to agree improvements to this note.</p>

KEY AUDIT AND ACCOUNTING MATTERS

AUDIT AREA		AUDIT FINDINGS
23	Immaterial disclosures	<p>The Statement of Accounts include a number of immaterial or surplus disclosure notes, as follows:</p> <ul style="list-style-type: none">• Heritage assets• Intangible assets• Inventories• Construction contracts• Assets held for sale• Provisions• Usable reserves (refers directly to MIRS)• Acquired and discontinued operations• Impairment losses <p>In addition, the accounting policies note includes policies relating to provisions, inventories, assets held for sale, heritage assets, intangibles, contingent assets, and the Carbon Reduction Scheme which should be removed on materiality grounds.</p> <p>We recommended that these notes are removed to improve clarity for the user of the accounts, but management has declined to do so this year. We have raised a recommendation at Appendix II that a review of the accounts is carried out next year to ensure that immaterial information is not included in line with Code requirements.</p>

KEY AUDIT AND ACCOUNTING MATTERS

AUDIT AREA	AUDIT FINDINGS
<p>24 Other disclosure issues</p>	<p>We identified a number of other disclosure issues within the draft accounts as follows:</p> <ul style="list-style-type: none"> • Within the officers' remuneration note, an element of one individual's compensation for loss of office was erroneously included within the salary column due to it being posted to the incorrect element within the payroll system. The individual's total remuneration was correct. We also identified a small number of errors within the officers' remuneration note (for banded remuneration over £50,000), as a result of the reports used to compile the note not picking up all relevant pay elements. • There was insufficient analysis provided of movements in year on material unusable reserve balances. • Further disclosure was needed in respect of a number of prior period adjustments throughout the Statement of Accounts. • Reserves balances attributable to schools were not separately identified as required by the Code. • A number of classification errors were identified within the draft debtors and creditors notes. • There was no rolling revaluation analysis of property, plant and equipment as required by the Code. • The pooled budget note did not specify gross income and expenditure in respect of all arrangements, as required by the Code. • Errors were made in the preparation of the Dedicated Schools Grant (DSG) note. • The Private Finance Initiatives (PFI) note did not include all of the narrative disclosures required by the Code concerning the significant terms of the arrangement. • Certain disclosures in respect of the Teachers' Pension Scheme were omitted, including the level of expected contributions to the plan for the next annual reporting period. • The draft members' allowances note included £6,000 in respect of amounts paid to non-members. • Within the notes to the HRA, the value of HRA non-dwelling assets was not split into the relevant asset classes in accordance with the property, plant and equipment note. • Within the notes to the Collection Fund Statement, the required disclosure of the calculation of Council tax base was omitted. • The introduction to the group accounts, and the accounting policy for interests in companies and other organisations, did not incorporate the new subsidiaries set up in year. • We identified a number of minor errors and areas for improvement within the draft accounting policies note. • Other minor typographical, rounding, internal consistency and prior year comparative errors within the draft accounts. <p>Management has agreed to correct the above errors in the final accounts.</p> <p>In addition, we noted that within the property, plant and equipment note it is the Council's policy that all additions are posted first to assets under construction, and then transferred to the relevant asset category, regardless of whether or not they are actually constructed by the Council or direct acquisitions. This is not strictly in accordance with Code requirements, but we are satisfied is not materially misleading, as the assets under construction balance at year-end relates only to those assets genuinely in the construction phase.</p>

KEY AUDIT AND ACCOUNTING MATTERS

AUDIT AREA	AUDIT FINDINGS
25 Use of earmarked reserves	<p>Following publication of the draft account, the Council took the decision to transfer an additional amount of £1.201 million from earmarked reserves to fund 2016/17 expenditure.</p> <p>As such, the earmarked reserves balance at 31 March 2017 has been reduced by £1.201 million, and the General Fund balance increased by the same amount. This is not an error, but we bring it to the attention of the Audit Committee as it is a non-trivial change to the draft accounts which impacts upon the MIRS.</p>
26 CSG prepayment	<p>As at 31 March 2017, the Council has a prepayment balance of £44.7 million in respect of its Customer and Support Group (CSG) contract. This contract covers a number of frontline and back office services including finance, ICT, HR, customer services, revenues and benefits, procurement, estates, and corporate programmes. As this is a significant prepayment, we challenged management with regard to its basis. Of the prepayment amount, £21.4 million is in accordance with the payment profile set out in the contract, whereby significant payments were made at the start of the contract (and in subsequent years) to cover capital investment and transformational expenditure. A further £3.7 million relates to services paid for prior to the commencement of the contract, but delivered over the contract life. The financial profile of the contract anticipates these amounts being utilised by the end of the 2022/23 financial year.</p> <p>A further payment of £19.1 million was made in December 2016 in respect of service charge payments relating to the first three quarters of 2017/18. This payment was made in advance of the originally agreed profile, on the basis that the Council was offered a discount of approximately £0.5 million in respect of the following financial year. A similar prepayment of £1.9 million was made to the same supplier in respect of other projects which the Council had committed to fund.</p> <p>The prepayment was endorsed by the Performance and Contract Management Committee, following a report by a Member-led Working Group. In forming its recommendations, the Group considered the risk of supplier failure (which was deemed to be highly unlikely), contract withdrawal by the supplier, and the Council's ability to issue service improvement notices or apply service credits in year (which it concluded was not impinged). We are therefore satisfied that the decision has been subject to an appropriate degree of scrutiny, and management confirm that this transaction presented value for money.</p> <p>We identified one non-material error in respect of accounting for the discount. An amount of £471,000 was received during 2016/17 and recorded as a receipt in advance creditor as it relates to the 2017/18 contract year. However, the correct treatment would have been to net this amount against the total prepayment amount. Therefore, both debtors and creditors are overstated by £471,000. This has been included within our schedule of unadjusted errors at Appendix I.</p>

OTHER REPORTING MATTERS

We comment below on other reporting required to be considered in arriving at the final content of our audit report:

MATTER	COMMENT
1	<p>The draft financial statements, within the Statement of Accounts, was prepared and provided to us for audit on 31 May 2017.</p> <p>As part of our planning for the audit, we prepared a detailed document request which outlined the information we would require to complete the audit.</p> <p>As set out elsewhere within this report, we have identified a number of errors within the first draft financial statements, many of which were material.</p> <p>A number of adjustments have been made to the Statement of Accounts as a result, as detailed within this report and summarised at Appendix I.</p>
2	<p>We are required to review the draft Annual Governance Statement and be satisfied that it is not misleading or inconsistent with other information we are aware of from our audit of the financial statements, the evidence provided in the Council's review of effectiveness and our knowledge of the Council.</p> <p>We have no significant matters to report.</p> <p>Nothing has come to our attention to suggest that the Annual Governance Statement (AGS) is materially misleading or inconsistent with other information we are aware of from our audit of the financial statements, the evidence provided in the Council's review of effectiveness and our knowledge of the Council.</p> <p>We identified the following issues and recommendations for improvement which we have communicated to management:</p> <ul style="list-style-type: none"> • The AGS sets out the Council's sources of assurance in respect of the six core principles of the CIPFA/SOLACE 2012 Framework Delivering Good Governance in Local Government. However, the AGS could be improved by providing more information about the outcomes of the various assurance processes in place. Currently, this information only tends to be provided on an exception basis when significant issues are identified. • There is little information given concerning the processes adopted, and outcomes, in respect of an overall effectiveness review covering the Council's whole governance framework. <p>A new CIPFA/SOLACE Framework was issued in 2016, and management has informed us that it is its intention to report under this new framework in 2017/18. This will require a restructure of the AGS, and we have recommended that the points above are considered as part of this work.</p>

OTHER REPORTING MATTERS

MATTER	COMMENT
3	<p>We are required to read all the financial and non-financial information in the Narrative Report to the financial statements to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit.</p> <p>The Accounts and Audit Regulations 2015 require local authorities to provide, within their Narrative Report, information on their financial performance and economy, efficiency and effectiveness in their use of resources over the financial year. The Code requires the Narrative Statement to be fair, balanced and understandable.</p> <p>It is our view that the Non-Financial Performance section of the draft Narrative Statement focusses very much on the positive aspects of the Council’s performance, which will be in contrast to the significant issues identified in the Annual Governance Statement, and our qualified use of resources opinion. In this context, we have raised concerns over the extent to which the Narrative Statement is fair and balanced.</p> <p>In addition, the Narrative Statement does not currently include any commentary on the Council’s group accounts, or the financial performance of the Housing Revenue Account, both of which are Code requirements.</p> <p>We have identified a number of inconsistencies between the financial information in the Narrative Report and the financial statements, which have mainly arisen as a result of adjustments which have been made to the financial statements and not yet reflected within the Narrative Report. Some of these are material and will need to be corrected.</p> <p>We are currently awaiting a management response to these issues and we will update the Audit Committee.</p>

CONTROL ENVIRONMENT

We are required to report to you, in writing, significant deficiencies in internal control that we have identified during the audit. These matters are limited to those which we have concluded are of sufficient importance to merit being reported to you.

As the purpose of the audit is for us to express an opinion on the Council's financial statements, you will appreciate that our audit cannot necessarily be expected to disclose all matters that may be of interest to you and, as a result, the matters reported may not be the only ones which exist. As part of our work, we considered internal control relevant to the preparation of the financial statements such that we were able to design appropriate audit procedures. This work was not for the purpose of expressing an opinion on the effectiveness of internal control.

We note that the Council's internal audit function has issued a number of observations and recommendations on the Council's control environment during 2016/17. We have not repeated these recommendations in this report unless we consider them to highlight significant deficiencies in control which we are required to report to you.

We are not aware of any significant deficiencies in the Council's internal controls in 2016/17. Other deficiencies have been discussed with management and are included in the action plan at Appendix II.

WHOLE OF GOVERNMENT ACCOUNTS

We comment below on other reporting required:

MATTER	COMMENT
1	<p>For Whole of Government Accounts (WGA) component bodies that are over the prescribed threshold of £350 million in any of: assets (excluding property, plant and equipment); liabilities (excluding pension liabilities); income or expenditure we are required to perform tests with regard to the Data Collection Tool (DCT) return prepared by the Council for use by the Department of Communities and Local Government for the consolidation of the local government accounts, and by HM Treasury at Whole of Government Accounts level. This work requires checking the consistency of the DCT return with the audited financial statements, and reviewing the consistency of income and expenditure transactions and receivables and payable balances with other government bodies.</p> <p>The Council received an extension to submit the unaudited WGA Data Collection Tool (DCT) to HM Treasury after the initial date of 7 July 2017 and we receive this on 1 August 2017.</p> <p>We will complete our review of the DCT after we have completed our audit of the Council’s financial statements.</p> <p>We will aim to issue our opinion on the consistency of the DCT return with the audited financial statements before the 29 September 2017 statutory deadline.</p>

USE OF RESOURCES

We are required to be satisfied that proper arrangements have been made to secure economy, efficiency and effectiveness in the use of resources (value for money). This is based on the following reporting criterion:

In all significant respects, the audited body had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people.

There are three sub criteria that we consider as part of our overall risk assessment:

- Informed decision making
- Sustainable resource deployment
- Working with partners and other third parties.

AUDIT RISKS

We assessed the following matters as audit risks. Since we issued our Audit Plan on 3 April 2017, we have undertaken a more detailed assessment of risk following our completion of the interim review of financial controls, review of the draft annual governance statement and findings of external inspectors, and we have included two additional significant risks relating to contract management and monitoring and the Council's recent Ofsted inspection.

Below we set out how these risks have been addressed and the outcomes of our procedures.

USE OF RESOURCES

Key: ■ Significant risk

RISK AREA	RISK DESCRIPTION AND WORK PERFORMED	AUDIT FINDINGS AND CONCLUSION
<p>1 ■ Sustainable finances</p>	<p>The Medium Term Financial Strategy (MTFS) was updated in March 2017 and forecasts a budget gap of £54 million over the 3 year period from 2017/18 to 2019/20. While the Council has developed fully identified savings plans the savings targets remain significant and achievement of these will be challenging. The Council has also overspent budgets on adult social care in recent years.</p> <p>Financial performance 2016/17</p> <p>The Council's revised budgeted net expenditure for 2016/17 was £274.968 million and included a planned £8.483 contribution to earmarked reserves. Net expenditure was overspent by £8.330 million mainly on Adults and communities (£5.353 million) and Housing needs (£1.806 million).</p> <p>Adults overspends were driven by increased demand for adult social care services with increases in client numbers and the complexity of cases. Housing needs overspends followed greater demand for temporary accommodation and higher rents. These overspends were funded from draw down of earmarked reserves and from the General Fund balance. Management has confirmed that it achieved £19.067 million of the planned £19.554 million savings plans.</p> <p>Medium Term Financial Strategy assumptions</p> <p>The refreshed MTFS and budget for 2017/18 has included additional cost pressures and inflation of £17.443 million, with £7.4 million additional funding allocated to Adult social care budgets. This budget is supported by £9.501 million use of earmarked reserves. Reductions in Government grant funding, net of the additional adults social care precept, requires budgeted savings of £19.825 million to be found.</p> <p>Management has confirmed that the savings are fully developed and we have reviewed three schemes to confirm that departments have plans in place to deliver these.</p> <p>The MTFS requires further savings of £16.677 million in 2018/19 and £17.362 million in 2019/20. Ahead of 2020, the MTFS and Council Plan will be subject to fundamental review as continued support from reserves will not be viable.</p>	<p>We are satisfied that the Council has adequate arrangements for setting and monitoring financial budgets, and that it has clearly identified its funding gap and savings requirements through to 2020.</p> <p>However, we have questioned how the 2018/19 outline budget has accounted for a planned reduction in funding covered from earmarked reserves when setting the baseline budget costs to be funded.</p> <p>We acknowledge that management intend to undertake a fundamental review of its corporate and financial plans ahead of the 2020 refresh and note that continued support of revenue expenditure from reserves is unlikely to be available from this date.</p>

USE OF RESOURCES

RISK AREA	RISK DESCRIPTION AND WORK PERFORMED	AUDIT FINDINGS AND CONCLUSION
Sustainable finances (continued)	<p>We have noted that it is unclear in the MTFS how the reduced use of earmarked reserves in 2018/19, down from £9.501 million to £2.746 million, will be covered since inflationary and other growth pressures are included at £7.672 million but do not appear to take account of the reduction of funding available through the reserves draw down. We have asked management for further information.</p> <p>We further noted that the budget and other cost pressures are held in a contingency budget held in Central Expenses and these are released to departmental budgets during the year as costs pressures arise. In our view this is unusual and we would ordinarily expect fully costed budgets to be allocated to departments ahead of the year.</p> <p>Financial performance 2017/18</p> <p>Quarter 1 financial performance indicates that cost pressures in Adult services are largely being managed with a small overspend of £0.129 million through safeguarding services, but Housing continues to face pressures through demand for temporary housing resulting in an overspend of £1.615 million.</p> <p>Smaller overspends are being reported in Assurance £0.2 million, Commissioning Group £0.603 million, Commissioning Support Group £0.2 million and Street Scene £0.590 million.</p> <p>Reserves and balances</p> <p>The Council continues to hold healthy levels of earmarked revenue reserves at £96.799 million and a General Fund balance of £20.866 million. The HRA balance is also £12.489 million.</p> <p>The budget assumes a planned draw from reserves of £9.501 million to support revenue expenditure and a further net draw of £20.279 million to support capital and other regeneration schemes. Further draw down from reserves is required in the coming years to support the capital and regeneration programme.</p> <p>However, there is little margin available in reserves and balances to support any further revenue budget overspends or slippage on savings plans and management will need to revisit how these reserves are being utilised in the event of continued pressures on budgets.</p>	

USE OF RESOURCES

RISK AREA	RISK DESCRIPTION AND WORK PERFORMED	AUDIT FINDINGS AND CONCLUSION
<p>2</p> <p>Contract management and monitoring</p>	<p>The Council relies heavily on external contractors for the provision of a large number of its frontline and back office services. Some of these contractors are completely separate private sector organisations, whilst others are wholly or partly controlled by the Council. During the course of 2016/17 we have noted a number of internal audit reports which have raised concerns around performance of the Customer & Support Group and arrangements for managing performance of other contractors.</p> <p>Strategic contract management</p> <p>The Council has a comprehensive Contract Handbook (2014) for the Customer & Support Group that includes Key Performance Indicators (KPI's) and Performance Indicators (PI's) to monitor performance. The CSG Strategic Partnership Board sets the key requirements of the contract and performance is monitored by the CSG Operations Board.</p> <p>The May 2017 report highlighted that all KPIs had been met in May and that there were minor contract performance issues on payroll accuracy for two months. The majority of the PIs had been achieved on a rolling basis. Recommendations and actions to improve performance or address issues are regularly monitored.</p> <p>The oversight of contract performance on the Customer & Support Group at KPI and PI level is appropriate.</p> <p>Internal audit has reported on instances with other contracts where it found that the PIs for managing performance were not the most appropriate to deliver planned performance and made recommendations where contract arrangements could be improved. Recent examples include highways contractors and the parking permit administration.</p>	<p>We are satisfied that the Council has adequate arrangements for contract management and performance management of key contracts.</p> <p>We also recognise and welcome the work identified in the AGS to improve the oversight, accountabilities, and roles and responsibilities across commissioning, finance and contract management and will continue to keep this area under review in the coming year to ensure a robust framework is in place to deliver value for money.</p>

USE OF RESOURCES

RISK AREA	RISK DESCRIPTION AND WORK PERFORMED	AUDIT FINDINGS AND CONCLUSION
2 Contract management and monitoring	<p>Performance assurance</p> <p>Contractors are required to report on performance accurately and timely. This will require good processes and control to assure the accuracy of information produced and to ensure that all contract obligations are achieved.</p> <p>The Council is required to obtain assurances over the performance information provided by the contractor and uses its internal audit function to periodically review operations and controls in place for services delivered by the contractor.</p> <p>However, this review is not specifically targeted at performance reporting assurance but, due to failures in some controls or issues raised by service users, does identify instances where contract performance has not been met.</p> <p>Recent examples reported by internal audit include highways contractor performance, health and safety compliance checks, and IT data recovery arrangements.</p>	

USE OF RESOURCES

RISK AREA		RISK DESCRIPTION AND WORK PERFORMED	AUDIT FINDINGS AND CONCLUSION								
3	Ofsted inspection	<p>In April and May 2017, the Council was subject to an Ofsted inspection of its services for children in need of help and protection, children looked after and care leavers. The report assessed these services as follows:</p> <table><tr><th>Service</th><th>Assessment</th></tr><tr><td>• Children who need help and protection</td><td>Inadequate</td></tr><tr><td>• Children looked after and achieving permanence</td><td>Inadequate</td></tr><tr><td>• Leadership, management and governance</td><td>Inadequate</td></tr></table> <p>The inspection was critical of the Council and found widespread poor practice and failures in arrangements to ensure the safety of children and young people. Ineffective risk assessments resulted in poor care planning and case notes were poor. There was also inadequate information sharing across the multi-agency safeguarding hub.</p> <p>We recognise that management were aware of some deterioration in performance for the service and the Children’s Services director had commissioned a review of the service in January 2016.</p> <p>As a result of this initial diagnostic review, the Council has provided additional funding and is committed to improving the service. A Family Services Improvement action plan has been developed to drive improvements required.</p> <p>However, improving services will take time.</p>	Service	Assessment	• Children who need help and protection	Inadequate	• Children looked after and achieving permanence	Inadequate	• Leadership, management and governance	Inadequate	<p>Due to these significant failings we are unable to conclude that the Council has adequate arrangements for the delivery of safe and effective services for Children’s services.</p> <p>Our use of resources conclusion will be modified to reflect this.</p>
Service	Assessment										
• Children who need help and protection	Inadequate										
• Children looked after and achieving permanence	Inadequate										
• Leadership, management and governance	Inadequate										

OBJECTIONS AND INFORMATION FROM MEMBERS OF THE PUBLIC

A local elector may inspect, ask questions and object to the accounts on the basis that an item in them is unlawful or there are matters of wider concern arising from the Council's finances. The elector can ask the auditor to apply to the High Court for a declaration that an item of account is unlawful or to issue a report on matters which are in the public interest.

We decide if the matter raised needs investigation and whether a High Court declaration should be sought or a public interest report be issued. If the matter does not warrant either of these outcomes, it may still be a matter that we may wish to raise with the Council.

We issue our audit certificate to close the audit only following the completion of this work.

We can issue an opinion on the statement of accounts before the audit is completed if we believe that if the objection were resolved in the objector's favour, this would not affect the material accuracy of the statement of accounts. For each of the objections still subject to review and investigation, we consider that these will not result in any material impact on the financial statements or arrangements for the use of resources and these should not delay the issue of our audit opinions.

OBJECTION		NATURE OF OBJECTION AND WORK PERFORMED	FINDINGS AND CONCLUSION
OBJECTIONS BROUGHT FORWARD FROM 2015/16			
1	Sale of Victoria Park Lodge	An objection was received regarding the lawfulness of the Council's decision to dispose of this asset and the use of the proceeds.	Our work to date has not identified any unlawful decision regarding the disposal of this property and the Council took appropriate advice from the Charity Commission regarding the disposal and the use of the proceeds to be earmarked for the benefit of the park. We continue to monitor progress regarding the planning consents and planning applications submitted by the owner.
2	Parking charges on housing land	An objection was received regarding the lawfulness of the Council's use of PCNs on housing land.	Initial work to date has noted some concerns over the use of PCNs on housing land that was not subject to a Traffic Management Order (TMO). The Council has since ceased issuing PCNs on housing land and intend to adopt this land under a TMO subject to further consultation.

OBJECTIONS AND INFORMATION FROM MEMBERS OF THE PUBLIC

OBJECTION		NATURE OF OBJECTION AND WORK PERFORMED	FINDINGS AND CONCLUSION
OBJECTIONS RAISED IN 2016/17			
3	Parking income accrual	An objection was received regarding the lawfulness of the Council’s basis of accruing for PCN income ahead of the cash being collected.	This is a similar objection as received in the previous year and we found no evidence of unlawful accounting for PCN income.
4	Capita gain share agreement	An objection was received regarding the lawfulness of the Council’s payments to Capita of £313,215 for savings on energy costs contracts and £1,241,476 for savings on agency spend under a ‘gain share’ agreement.	Information has recently been provided by management to support these payments that we will review as part of this investigation.
5	Lender Option Borrower Option (LOBO) Loans	An objection was received regarding the lawfulness of the Council’s decision to take borrow in the form of Lender Option Borrower Option loans in previous years.	We have completed our initial review of these loans although have requested some additional information to support the decision to take borrowing in the form of LOBOs rather than other borrowing options that were available at that time.
OTHER INFORMATION BROUGHT TO OUR ATTENTION BY MEMBERS OF THE PUBLIC			
6	Weight Management Centre Ltd	We received information that stated that the Council should not be contracting with this organisation following the qualification of its financial statements by its auditor.	We have discussed with management the performance by the contractor and management are content that services are being delivered as appropriate. We have not undertaken any further work in this matter.

APPENDICES

APPENDIX I: AUDIT DIFFERENCES

We are required to bring to your attention audit differences identified during the audit, except for those that are clearly trivial, that the Audit Committee is required to consider. This includes: audit differences that have been corrected by management; and those that remain uncorrected along with the effect that they have individually, and in aggregate, on the financial statements.

These are set out on the following pages.

ADJUSTED AUDIT DIFFERENCES

We identified a number of material and other misstatements in the draft financial statements, which management has amended.

These corrections did not impact on the Council or group surplus on the provision of services for the year but has reduced net assets and reserves of the Council by £82.348 million and the Group by £89.295 million.

UNADJUSTED AUDIT DIFFERENCES

There are 9 unadjusted non-trivial misstatements identified by our audit work. If corrected, these would increase the Council's surplus on the provision of services and net assets by £2.894 million and increase the group surplus and net assets by £2.881 million.

There are also three misstatements carried forward from the previous year, where income included in 2016/17 should have been accrued in 2015/16 or where excess expenditure in 2015/16 has been reversed as a gain in 2016/17. The net difference suggests that £7.186 million of income included in 2016/17 should be recorded as 2015/16 income. We consider that the group's corrected underlying CIES position is a deficit for the year of £4.305 million.

You consider these identified misstatements to be immaterial in the context of the financial statements taken as a whole. We concur with this judgement however we also request that you correct them where you are able, even though not material.

APPENDIX I: AUDIT DIFFERENCES

ADJUSTED AUDIT DIFFERENCES	£'000	INCOME AND EXPENDITURE		STATEMENT OF FINANCIAL POSITION	
		DR £'000	CR £'000	DR £'000	CR £'000
Group surplus on provision of services before adjustments	2,508				
DR Income - Central expenses		170,558			
DR Expenditure - Education and skills		17,812			
DR Income - Regional Enterprise		16,030			
DR Income - Commissioning Group		3,220			
DR Income - Parking and infrastructure		997			
DR Income - Street scene		264			
DR Income - Family services		239			
CR Expenditure - Central expenses			(170,558)		
CR Income - Education and skills			(17,812)		
CR Expenditure - Regional Enterprise			(16,030)		
CR Expenditure - Commissioning Group			(3,220)		
CR Expenditure - Parking and infrastructure			(997)		
CR Expenditure - Street scene			(264)		
CR Expenditure - Family services			(239)		
(1) Various grossing up and netting down errors in the CIES	-				
CARRIED FORWARD	-	209,120	(209,120)		

APPENDIX I: AUDIT DIFFERENCES

ADJUSTED AUDIT DIFFERENCES (CONTINUED)	£'000	INCOME AND EXPENDITURE		STATEMENT OF FINANCIAL POSITION	
		DR £'000	CR £'000	DR £'000	CR £'000
BROUGHT FORWARD	-	209,120	(209,120)		
DR Other comprehensive income - Change in DB liability Council		82,348			
DR Other comprehensive income - Change in DB liability The Barnet Group		6,947			
CR Pension scheme liability - Council					(82,348)
CR Pension scheme liability - The Barnet Group					(6,947)
(2) Impact of updated actuarial valuation of net pension liability (N.B. this adjustment passes through other comprehensive income in the CIES and therefore does not impact upon the surplus on the provision of services)	-				
DR Taxation and non-specific grant income		18,054			
CR Income - Public health			(18,054)		
(3) Misclassification of public health grant income	-				
DR Short term investments				15,053	
CR Cash and cash equivalents					(10,000)
CR Long term investments					(5,053)
(4) Misclassification of two investment balances	-				
CARRIED FORWARD	-	316,469	(227,174)	15,053	(104,348)

APPENDIX I: AUDIT DIFFERENCES

ADJUSTED AUDIT DIFFERENCES (CONTINUED)	£'000	INCOME AND EXPENDITURE		STATEMENT OF FINANCIAL POSITION	
		DR £'000	CR £'000	DR £'000	CR £'000
BROUGHT FORWARD	-	316,469	(227,174)	15,053	(104,348)
DR Earmarked reserves				1,201	
CR General Fund					(1,201)
(5) Council decision to transfer an additional amount out of earmarked reserves to finance in-year expenditure	-				
TOTAL ADJUSTED AUDIT DIFFERENCES	-	316,469	(227,174)	16,254	(105,549)
Group surplus on provision of services after adjustments	2,508				

These corrections did not impact on the Council or group surplus on the provision of services for the year but has reduced net assets and reserves of the Council by £82.348 million and the Group by £89.295 million.

IMPACT ON COUNCIL (SINGLE ENTITY) GENERAL FUND AND HRA BALANCES	GENERAL FUND £'000	EARMARKED RESERVES £'000	HOUSING REVENUE ACCOUNT £'000
Balances before adjustments	19,665	98,000	12,489
Adjustments to CIES above	-	-	-
Adjustments via movement in Reserves Statement:			
DR Earmarked reserves (Adjustment 5)		(1,201)	
CR General Fund (Adjustment 5)	1,201		
BALANCES AFTER ADJUSTMENTS	20,866	96,799	12,489

APPENDIX I: AUDIT DIFFERENCES

ADJUSTED DISCLOSURE MATTERS

The following material disclosure matters were noted and adjusted:

- The draft Expenditure and Funding Analysis note contained material errors, did not reconcile to the MIRS, and was not prepared in the format required by the Code.
- The draft Statement of Accounts did not include an analysis of expenditure by nature, or a segmental analysis of revenue from external customers.
- There were material omissions within the grant income note, and material reclassifications required to the taxation and non-specific grant income note.
- Within the draft related party transactions note, creditors with The Barnet Group Ltd were understated by £5.989 million, debtors with The Barnet Group Ltd were understated by £3.231 million, the balance of investments held with other local authorities had not been updated with the current year figure and was therefore overstated by £25.2 million, and there was no disclosure of the total level of transactions or balances between the Council and some of its subsidiaries/joint ventures.
- Within the draft property, plant and equipment note, both upwards and downwards revaluations of council dwellings recognised in the surplus on provision of service were overstated by £21.643m.
- Within the draft pensions note, the presentation of changes in actuarial assumptions was incorrect as movements were not split between changes in demographic assumptions, changes in financial assumptions, and other experience gains. Also, sensitivity analysis figures were materially incorrect and did not agree to the actuary's report.
- Within the draft financial instruments note, current investments totalling £23.700 million had been incorrectly classified as loans and receivables when they should have been classified as available for sale.
- Within the draft financial instruments note, financial assets in respect of trade debtors were overstated by £42.436 million.
- There was insufficient analysis of movements in year on material unusable reserve balances.
- The audit fee for grant certification work was overstated by £18,000.
- Within the officers' remuneration note, an element of one individual's compensation for loss of office was erroneously included within the salary column due to it being posted to the incorrect element within the payroll system.

In addition, a number of non-material disclosure adjustments were made as set out within this report.

APPENDIX I: AUDIT DIFFERENCES

UNADJUSTED AUDIT DIFFERENCES	£'000	INCOME AND EXPENDITURE		STATEMENT OF FINANCIAL POSITION	
		DR £'000	CR £'000	DR £'000	CR £'000
Group surplus on provision of services before adjustments	2,508				
DR Creditors - Other bodies				8,316	
DR Expenditure - Housing needs and resources		506			
DR Provisions - Long term				274	
CR Debtors - Other bodies					(8,603)
CR Income - Housing needs and resources			(493)		
(1) Differences between the consolidation schedules used for The Barnet Group Ltd and the final audited accounts (<i>factual misstatement</i>)	(13)				
DR Debtors - Other bodies				2,274	
CR Cash and cash equivalents					(2,274)
(2) Incorrect classification of direct debit income due to be received in April 2017 as cash at year-end (<i>factual misstatement</i>)					
CARRIED FORWARD	(13)	506	(493)	10,864	(10,877)

APPENDIX I: AUDIT DIFFERENCES

UNADJUSTED AUDIT DIFFERENCES (CONTINUED)	£'000	INCOME AND EXPENDITURE		STATEMENT OF FINANCIAL POSITION	
		DR £'000	CR £'000	DR £'000	CR £'000
BROUGHT FORWARD	(13)	506	(493)	10,864	(10,877)
DR Debtors - Other bodies				1,958	
CR Income - Regional Enterprise			(1,958)		
(3) Incorrect accounting for Community Infrastructure Levy (CIL) income on a cash basis (<i>factual misstatement</i>)	1,958				
DR Debtors				1,666	
CR Creditors					(1,666)
(4) Credit balances on receivables ledger (<i>factual misstatement</i>)	-				
DR Creditors				1,446	
CR Expenditure			(936)		
CR Debtors - Other bodies					(510)
(5) Estimated impact of old goods received not invoiced accrual balances which should have been cleared (<i>projected misstatement</i>)	936				
CARRIED FORWARD	2,881	506	(3,387)	15,934	(13,053)

APPENDIX I: AUDIT DIFFERENCES

UNADJUSTED AUDIT DIFFERENCES (CONTINUED)	£'000	INCOME AND EXPENDITURE		STATEMENT OF FINANCIAL POSITION	
		DR £'000	CR £'000	DR £'000	CR £'000
BROUGHT FORWARD	2,881	506	(3,387)	15,934	(13,053)
DR Housing Revenue Account				1,007	
CR Capital Adjustment Account					(1,007)
(6) Erroneous reversal of net impairment charges on non-social housing assets in the HRA over the past 3 years (<i>factual misstatement</i>)	-				
DR Cash and cash equivalents				485	
CR Debtors					(485)
(7) Net impact on cash balance of closing school bank accounts at 15 March 2017 (<i>projected misstatement</i>)	-				
CARRIED FORWARD	2,881	506	(3,387)	17,426	(14,545)

APPENDIX I: AUDIT DIFFERENCES

UNADJUSTED AUDIT DIFFERENCES (CONTINUED)	£'000	INCOME AND EXPENDITURE		STATEMENT OF FINANCIAL POSITION	
		DR £'000	CR £'000	DR £'000	CR £'000
BROUGHT FORWARD	2,881	506	(3,387)	17,426	(14,545)
DR Creditors - Other bodies				471	
CR Debtors - Other bodies					(471)
(8) Incorrect grossing up of debtors and creditors in relation to a CSG prepayment discount (<i>factual misstatement</i>)	-				
DR Creditors				373	
CR Debtors					(373)
(9) Estimated impact of receipts in advance creditors raised where cash had not been received at year-end (<i>projected misstatement</i>)	-				
TOTAL UNADJUSTED AUDIT DIFFERENCES	2,881	506	(3,387)	18,270	(15,389)
IMPACT OF PREVIOUS YEAR ERRORS ON CURRENT YEAR (SEE TABLE BELOW)	(7,186)				
Group (deficit) on provision of services if adjustments accounted for	(4,305)				

There are 9 unadjusted non-trivial misstatements identified by our audit work. One of these misstatements relates to The Barnet Group (ref 1) and all other misstatements originate in the Council's (single entity) accounts. If corrected, these would increase the Council's surplus on the provision of services and net assets by £2.894 million and increase the group surplus and net assets by £2.881 million.

There are also three misstatements carried forward from the previous year, where income included in 2016/17 should have been accrued in 2015/16 or where excess expenditure in 2015/16 has been reversed as a gain in 2016/17. The net difference suggests that £7.186 million of income included in 2016/17 should be recorded as 2015/16 income. We consider that the group's corrected underlying CIES position is a deficit for the year of £4.305 million.

APPENDIX I: AUDIT DIFFERENCES

IMPACT ON COUNCIL (SINGLE ENTITY) GENERAL FUND AND HRA BALANCES	GENERAL FUND £'000	EARMARKED RESERVES £'000	HOUSING REVENUE ACCOUNT £'000
Balances before adjustments	20,866	96,799	12,489
Adjustments to CIES (Council only)	2,894	-	-
Adjustments via movement in Reserves Statement:			
DR General Fund (Unadjusted misstatement 3)	(1,958)		
CR Earmarked Reserves (Unadjusted misstatement 3)		1,958	
DR Housing Revenue Account (Unadjusted misstatement 6 - corresponding credit to unusable reserves)			(1,007)
BALANCES AFTER ADJUSTMENTS	21,802	98,757	11,482

UNADJUSTED DISCLOSURE MATTERS

The following unadjusted disclosure matters were noted:

- Within the property, plant and equipment note, it is the Council's policy that all additions are posted first to assets under construction, then transferred to the relevant asset category. This is not in accordance with Code requirements as direct acquisitions of assets which are not constructed by the Council should be placed directly into the relevant asset category.
- Within the financial instruments note, the maturity analysis for borrowings has been presented on a nominal basis, rather than on the basis of future contractual cash flows as required by the Code.
- Within the provisions note, movements on the insurance and NDR appeals provisions are shown net, rather than gross as required by the Code.
- The Statement of Accounts contains a number of immaterial notes, which should be removed in accordance with Code requirements.

APPENDIX I: AUDIT DIFFERENCES

IMPACT OF PREVIOUS YEAR ERRORS ON CURRENT YEAR FINANCIAL STATEMENTS	£'000	INCOME AND EXPENDITURE		STATEMENT OF FINANCIAL POSITION	
		DR £'000	CR £'000	DR £'000	CR £'000
DR Income - Regional Enterprise		3,693			
CR Opening reserves					(3,693)
(1) Incorrect accounting for Community Infrastructure Levy (CIL) income on a cash basis in previous years (<i>factual misstatement</i>)	(3,693)				
DR Other operating expenditure		793			
CR Opening reserves					(793)
(2) Overpayment made to DCLG in respect of contributions to the housing capital receipts pool in the prior year (<i>factual misstatement</i>)	(793)				
DR Taxation and non-specific grant income		2,700			
CR Opening reserves					(2,700)
(3) Understatement of Council tax income in the prior year due to overly prudent impairment of arrears (<i>estimated misstatement</i>)	(2,700)				
TOTAL IMPACT OF PREVIOUS YEAR ERRORS ON CURRENT YEAR	(7,186)	7,186	-	-	(7,186)

APPENDIX II: RECOMMENDATIONS AND ACTION PLAN

Key: ■ Significant deficiency in internal control ■ Other deficiency in internal control ■ Other observations

AREA	OBSERVATION AND IMPLICATION	RECOMMENDATION	MANAGEMENT RESPONSE	RESPONSIBLE OFFICER	TIMING
ANNUAL REPORT AND ACCOUNTS					
Accounts preparation process	<p>The first draft accounts presented for audit included material 'grossing up' errors whereby both income and expenditure for both the current and prior years was materially overstated. In addition, management has confirmed that there were material 'netting off' errors in the prior year financial statements such that income and expenditure were understated by £40.9 million. We have also identified several classification errors within the current year draft accounts.</p> <p>Whilst these errors have arisen partly as a result of the changes to the format of the CIES this year, it is also our view that the Council's ledger structure and chart of accounts is too complex, and the level of manual intervention and off-ledger adjustments required presents a risk to the accuracy of the financial statements.</p>	<p>We recommend that management conducts a detailed review with a view to determining whether there is scope to simplify the current ledger structure and accounts preparation process, particularly around the level of manual intervention and off-ledger adjustments required in the preparation of the CIES.</p> <p>Where off-ledger adjustments are required, the process should be clearly documented in advance of year-end, with explanations of each adjustment required. This will reduce the risk of error or omission during the accounts preparation phase.</p> <p>Off-ledger adjustments should be subject to a documented review and authorisation process which mirrors that required for journals posted within Integra.</p>			

APPENDIX II: RECOMMENDATIONS AND ACTION PLAN

AREA	OBSERVATION AND IMPLICATION	RECOMMENDATION	MANAGEMENT RESPONSE	RESPONSIBLE OFFICER	TIMING
High level oversight of financial controls	<p>Throughout our audit, we noted that many of the control activities which provide assurance over the completeness and accuracy of the Statement of Accounts take place outside of the finance team, for example within payroll, adults and communities, revenues and benefits or IT teams. This includes key controls around the initiation of material income and expenditure streams, and the interfacing of financial information between feeder systems and Integra.</p> <p>This in itself is not unusual within a large and complex organisation such as the Council. However, we do have some concerns about a lack of high level understanding and oversight of the complete control framework, and how this provides management with the required level of assurance that the internal control system, as a whole, is suitable for the Council's needs.</p>	<p>We recommend that management conducts a review and assessment of the overall internal control system. Process notes and/or system diagrams should be drawn up for key transaction streams, setting out the key control activities in each place, who has responsibility for their operation, and how their effectiveness is monitored.</p>			

APPENDIX II: RECOMMENDATIONS AND ACTION PLAN

AREA	OBSERVATION AND IMPLICATION	RECOMMENDATION	MANAGEMENT RESPONSE	RESPONSIBLE OFFICER	TIMING
Bank and other control account reconciliations	<p>The year-end bank reconciliations which were first provided to us contained a number of errors, and did not reconcile. We have now been provided with satisfactory reconciliations. However, discussions with the finance team have confirmed that reconciliations have not always been prepared and reviewed on a timely basis throughout the year. This increases the risk that errors or fraud relating to the Council's bank accounts may not be detected in a timely way, and this may result in financial loss to the Council.</p> <p>In addition, we identified issues in respect of other control account reconciliations including lack of documentary evidence of review, and a failure to investigate and clear unreconciled differences in a timely manner.</p>	We recommend that a monitoring process is put into place to ensure that all control account reconciliations (including bank reconciliations) are prepared and reviewed at an appropriate level on a timely basis throughout the year, and that any differences arising are appropriately explained and cleared in a timely manner. Evidence of this process should be documented and retained.			
Related party declaration process	Delays were experienced in receiving annual related party declarations from a number of current Members of the Council.	We recommend that a process is put into place whereby there is appropriate Member oversight of the process (for example through the Audit Committee), in an attempt to improve the timeliness of returns.			
Related party transaction controls	We identified that not all declared related parties had been included on the finance team's analysis of related party transactions, which increases the risk of undisclosed related party transactions.	We recommend that a control is put into place to check that all declared related parties have been included within the finance team's analysis at year-end.			

APPENDIX II: RECOMMENDATIONS AND ACTION PLAN

AREA	OBSERVATION AND IMPLICATION	RECOMMENDATION	MANAGEMENT RESPONSE	RESPONSIBLE OFFICER	TIMING
Developer deposits	Our testing of a sample of creditors identified balances totalling £4.725 million in respect of developer deposits which were more than 1 year old at the balance sheet date. The outstanding balance is high in the context of the movement in year, and indicates a risk that there are some balances which should either be repaid to developers, or recognised as income to the Council.	We recommend that a control is put into place to ensure periodic and regular review of old deposit balance, to ensure that these are repaid or recognised as income on a timely basis.			
Schools bank accounts	The Council's policy is to reconcile all schools bank accounts as at 15 March each year, with any transactions between this date and year-end being accounted for as accrued income or expenditure. This will cause a misstatement within the Balance Sheet each year.	We recommend that the Council reviews its processes going forwards to ensure that schools transactions can be correctly accounted for up until year-end.			
Exit packages	Our review of the draft exit packages disclosure note identified that this had been prepared on the basis of payments made during the year, rather than exit packages agreed in the year as required by the Code.	We recommend that a control is put into place as part of the year-end process to ensure that any exit packages which have been agreed in year but paid in the following year are identified and reported.			

APPENDIX II: RECOMMENDATIONS AND ACTION PLAN

Key: ■ Significant deficiency in internal control ■ Other deficiency in internal control ■ Other observations

AREA	OBSERVATION AND IMPLICATION	RECOMMENDATION	MANAGEMENT RESPONSE	RESPONSIBLE OFFICER	TIMING
OTHER REPORTING MATTERS					
Immaterial disclosures	The Statement of Accounts contain a number of disclosure notes which are immaterial, and should be removed in accordance with Code requirements that a local authority shall not reduce the understandability of its financial statements by obscuring material information with immaterial information.	We recommend that a review is carried out prior to the accounts preparation exercise next year to ensure that immaterial information which has historically been included within the Statement of Accounts is removed.			
Annual Governance Statement	The Annual Governance Statement (AGS) sets out the Council's sources of assurance in respect of the six core principles of the CIPFA/SOLACE 2012 Framework Delivering Good Governance in Local Government. However, the AGS could be improved by providing more information about the outcomes of the various assurance processes in place. In addition, there is little information given concerning the processes adopted, and outcomes, in respect of an overall effectiveness review covering the Council's whole governance framework.	We note management's intention to review the structure of the AGS in 2017/18 in response to the updated CIPFA/SOLACE Framework which was published in 2016. As part of this review, we recommend that management consider our suggestions as to how the AGS can be further improved.			
Narrative Statement	Our review of the draft Narrative Statement found that it did not contain any commentary on the group accounts or the financial performance of the Housing Revenue Account, as required by the Code, and also that a number of other recommended disclosure areas were omitted.	We recommend that management reviews CIPFA guidance in advance of preparing the 2017/18 Narrative Statement, to identify areas for improvement going forward.			

APPENDIX II: RECOMMENDATIONS AND ACTION PLAN

AREA	OBSERVATION AND IMPLICATION	RECOMMENDATION	MANAGEMENT RESPONSE	RESPONSIBLE OFFICER	TIMING
USE OF RESOURCES					
Financial planning	We have noted that it is unclear in the MTFS how the reduced use of earmarked reserves in 2018/19, down from £9.501 million to £2.746 million, will be covered since inflationary and other growth pressures are included at £7.672 million but do not appear to take account of the reduction of funding available through the reserves draw down.	We recommend that the MTFS baseline net expenditure for each year clearly adjusts for the impact of changes to support provided from earmarked reserves.			
Financial planning	<p>We acknowledge that management intend to undertake a fundamental review of its corporate and financial plans ahead of the 2020 refresh and note that continued support of revenue expenditure from reserves is unlikely to be available from this date.</p> <p>However, there is little margin available in reserves and balances to support any further revenue budget overspends or slippage on savings plans and management will need to revisit how these reserves are being utilised in the event of continued pressures on budgets.</p>	We recommend that management review the remaining headroom available from reserves to support any further budget overspends or slippage on savings through to 2020 and put in place contingencies in the event of further draw down required.			

APPENDIX III: MATERIALITY

MATERIALITY - FINAL AND PLANNING		
	FINAL	PLANNING
Group materiality	£16,000,000	£14,300,000
Significant components:		
<ul style="list-style-type: none"> London Borough of Barnet 	£16,000,000	£14,300,000
Non-significant components:		
<ul style="list-style-type: none"> The Barnet Group Ltd [100% subsidiary] and its subsidiaries <ul style="list-style-type: none"> Barnet Homes Ltd Your Choice (Barnet) Ltd TBG Flex Ltd Opendoor Homes Ltd 	£5,000,000	£5,000,000
Immaterial components excluded from the Group financial statements:	-	-
<ul style="list-style-type: none"> Barnet Holdings Ltd BXS LLP Hill Green Homes Ltd 		
Immaterial joint ventures that are not adjusted for equity accounting in the Group financial statements:	-	-
<ul style="list-style-type: none"> Regional Enterprise Ltd [49% joint venture via Barnet Holdings Ltd] The Inglis Consortium LLP [13.9% joint venture] BXS GP Ltd [50% joint venture via BXS LLP] 		

APPENDIX III: MATERIALITY

MATERIALITY - FINAL AND PLANNING (continued)

Planning materiality for the group and the Council was based on 1.5 % of gross expenditure based upon the prior year group financial statements. We revised our materiality upwards upon receipt of the draft financial statements, due to an increase in expenditure this year.

Component materiality is set for those entities where component auditors perform an audit or a review for the purposes of the group audit. The local materiality applied for the statutory audit of the component financial statements, where required, cannot exceed the component materiality and is likely to be lower than the component materiality set as part of the group audit. We understand that the component auditor has agreed materiality at a level significantly below our component materiality level.

The final clearly trivial threshold for the group and the Council has been set at £320,000, based upon 2% of the materiality level of the group.

APPENDIX IV: INDEPENDENCE

We confirm that the firm complies with the Financial Reporting Council’s Ethical Standards for Auditors and, in our professional judgement, is independent and objective within the meaning of those Standards.

In our professional judgement the policies and safeguards in place ensure that we are independent within the meaning of all regulatory and professional requirements and that the objectivity of the audit engagement lead and audit staff is not impaired. These policies include engagement lead and manager rotation, for which rotation is required after 5 years and 10 years respectively.

INDEPENDENCE - ENGAGEMENT TEAM ROTATION	
Senior team members	Number of years involved
LEIGH LLOYD-THOMAS - Audit engagement lead	2
JODY ETHERINGTON - Audit manager	2

We are not aware of any financial, business, employment or personal relationships between the audit team, BDO and the group and we have not identified any potential threats to our independence as auditors.
Should you have any comments or queries regarding this confirmation we would welcome their discussion in more detail.

APPENDIX V: FEES SCHEDULE

	2016/17 FINAL PROPOSED £	2016/17 PLANNED £	2015/16 FINAL £	EXPLANATION FOR VARIANCES
Code audit fee	170,025 ⁽¹⁾	170,025	170,025 ⁽¹⁾	As per PSAA scale fee
Housing benefits subsidy claim	20,310	20,310	21,617 ⁽²⁾	As per PSAA scale fee
TOTAL AUDIT AND CERTIFICATION FEES	190,335	190,335	191,642	
Reporting on government grants:				
• Pooling of Housing Capital Receipts return	2,750	2,750	2,750	N/A
• Teachers' Pension return	5,000	5,000	5,000	N/A
Fees for other non-audit services	-	-	-	N/A
NON-AUDIT ASSURANCE SERVICES	7,750	7,750	7,750	
TOTAL ASSURANCE SERVICES	198,085	198,085	199,392	

- (1) The Code audit fee quoted is as per the scale fee set by Public Sector Audit Appointments Ltd (PSAA). A fee variation is yet to be agreed in respect of additional work carried out in relation to objections to the accounts received from local electors in 2015/16 and 2016/17.
- (2) The fee for the 2015/16 housing benefits subsidy claim does not yet include a fee variation to be agreed in respect of additional work requested in response to correspondence from the Department of Work and Pensions.

APPENDIX VI: DRAFT REPRESENTATION LETTER

TO BE TYPED ON CLIENT HEADED NOTEPAPER

BDO LLP
55 Baker Street
London
W1U 7EU

[XX] September 2017

Dear Sirs

Financial statements of the London Borough of Barnet for the year ended 31 March 2017

We confirm that the following representations given to you in connection with your audit of the Council's financial statements (the 'financial statements') for the year ended 31 March 2017 are made to the best of our knowledge and belief, and after having made appropriate enquiries of other officers and Members of the Council.

The Director of Resources has fulfilled her responsibilities for the preparation and presentation of the financial statements as set out in the Accounts and Audit Regulations 2015 and Statement of responsibilities of auditors and of audited bodies: local government issued by Public Sector Audit Appointments (PSAA), and in particular that the financial statements give a true and fair view of the financial position of the Council as of 31 March 2017 and of its income and expenditure and cash flows for the year then ended 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) and for making accurate representations to you.

We have fulfilled our responsibilities on behalf of the Council, as set out in the Accounts and Audit Regulations 2015, to make arrangements for the proper administration of the Council's financial affairs, to conduct a review at least once in a year of the effectiveness of the system of internal control and approve the Annual Governance Statement, to approve the Statement of Accounts (which include the financial statements), and for making accurate representations to you.

We have provided you with unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence. In addition, all the accounting records have been made available to you for the purpose of your audit and all the transactions undertaken by the Council have been properly reflected and recorded in the accounting records. All other records and related information, including minutes of all management and other meetings have been made available to you.

In relation to those laws and regulations which provide the legal framework within which the Council's business is conducted and which are central to our ability to conduct our business, we have disclosed to you all instances of possible non-compliance of which we are aware and all actual or contingent consequences arising from such instances of non-compliance.

There have been no events since the balance sheet date which either requires changes to be made to the figures included in the financial statements or to be disclosed by way of a note. Should any material events of this type occur, we will advise you accordingly.

APPENDIX VI: DRAFT REPRESENTATION LETTER

We are responsible for adopting sound accounting policies, designing, implementing and maintaining internal control, to, among other things, help assure the preparation of the financial statements in conformity with international financial reporting standards and preventing and detecting fraud and error.

We have considered the risk that the financial statements may be materially misstated due to fraud and have identified no significant risks.

To the best of our knowledge we are not aware of any fraud or suspected fraud involving Councillors, management or employees. Additionally, we are not aware of any fraud or suspected fraud involving any other party that could materially affect the financial statements.

We have disclosed to you all allegations of fraud or suspected fraud affecting the financial statements that have been communicated by Councillors, employees, former employees, analysts, regulators or any other party.

We attach a schedule showing accounting adjustments that you have proposed, which we acknowledge that you request we correct, together with the reasons why we have not recorded these proposed adjustments in the financial statements. In our opinion, the effects of not recording such identified financial statement misstatements are, both individually and in the aggregate, immaterial to the financial statements.

We have disclosed to you the identity of all related parties and all the related party relationships and transactions of which we are aware. We have appropriately accounted for and disclosed such relationships and transactions in accordance with the applicable financial reporting framework.

We have no plans or intentions that may materially affect the carrying value and, where relevant, the fair value measurement, or classification of assets or liabilities reflected in the financial statements.

We confirm that the following debtors and accrued income are recoverable and should not be impaired:

- The Barnet Group £296,000 (over one year old)
- Comer Homes at £925,711 (over two years old) in relation to energy costs that should be refunded by the landlord for the North London Business Park
- Regional Enterprises £4,599 million recoverable for under performance of contracted income for the past two years totalling.

We confirm the following significant assumptions made in relation to accounting estimates (including fair value measurements) used in the preparation of the financial statements:

a) Pension fund assumptions

We confirm that the actuarial assumptions underlying the valuation of the Local Government Pension Scheme (LGPS) liabilities, as applied by the scheme actuary, are reasonable and consistent with our knowledge of the business. These assumptions include:

- Rate of inflation (CPI): 2.4%
- Rate of increase in salaries: 2.7%
- Rate of increase in pensions: 2.4%
- Rate of discounting scheme liabilities: 2.5%
- LGPS commutation take up option: 50%

We also confirm that the actuary has applied up-to-date mortality tables for life expectancy of scheme members in calculating scheme liabilities.

APPENDIX VI: DRAFT REPRESENTATION LETTER

b) Valuation of housing stock, other land and buildings and investment properties

We are satisfied that the useful economic lives of the housing stock and other land and buildings, and their constituent components, used in the valuation of the housing stock and other land and buildings, and the calculation of the depreciation charge for the year, are reasonable.

We confirm that the valuations applied to council dwellings and other land and buildings revalued in the year, as provided by the valuer and accounted for in the financial statements, are reasonable and consistent with our knowledge of the business and current market prices.

We are satisfied that investment properties have been appropriately assessed as level 2 on the fair value hierarchy for valuation purposes and valued at fair value, based on highest and best use.

c) Allowance for non-collection of receivables

We are satisfied that the impairment allowances for council tax arrears, NDR arrears, housing benefit overpayments, housing rent arrears and parking charges are reasonable, based on collection rate data.

We consider that the Council is able to continue to operate as a going concern and that it is appropriate to prepare the financial statements on a going concern basis.

We have disclosed all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements and these have been disclosed in accordance with the requirements of accounting standards.

We confirm that the above representations are made on the basis of enquiries of Councillors, management and staff with relevant knowledge and experience (and, where appropriate, of inspection of supporting documentation) sufficient to satisfy ourselves that we can properly make each of the above representations to you.

We confirm that the financial statements are free of material misstatements, including omissions.

We acknowledge our legal responsibilities regarding disclosure of information to you as auditors and confirm that so far as we are aware, there is no relevant audit information needed by you in connection with preparing your audit report of which you are unaware. Each director and member has taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that you are aware of that information.

Yours faithfully

Anisa Darr
Director of Resources
xx September 2017

CLlr Hugh Rayner
Chair
Signed on behalf of the Audit Committee
xx September 2017

FOR MORE INFORMATION:

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The matters raised in our report prepared in connection with the audit are those we believe should be brought to the attention of the organisation. They do not purport to be a complete record of all matters arising. No responsibility to any third party is accepted.

BDO LLP is a corporate establishment under the Limited Liability Partnership Act 2000 and a UK Member Firm of BDO International. BDO Northern Ireland, a separate partnership, operates under a licence agreement. BDO LLP and BDO Northern Ireland are both separately authorised and regulated by the Financial Conduct Authority to conduct investment business.

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Statement of Accounts

for the year ended

31 March 2017

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An Introduction to the Statement of Accounts

The Statement of Accounts for the London Borough of Barnet provides a picture of the council's financial position at 31 March 2017 and a summary of its income and expenditure in 2016/17. It is, in parts, a complex document which is prepared in accordance with legislation and accounting guidance which ensures that the accounts of all Government funded bodies provide comparable and consistent information.

The Accounts are approved by the Audit Committee and the Independent Auditor's Report to the Members of the London Borough of Barnet confirms whether the accounts provide a true and fair view of the council's financial position.

The accounts are published in full on the council's website at: <http://www.barnet.gov.uk>.

Medium Term Financial Strategy and 2016/17 Budget Setting

The setting of the budget for 2016/17 had to take into account national economic factors, for example assumed reductions in government funding and inflation increases, along with local factors such as the housing trajectory and population and demand pressures on services. A budget gap estimated to be £81.1m for the period 2016 to 2020 had been identified during a review of the Medium Term Financial Strategy (MTFS) in July 2015. The previous five years had also seen a period of significant challenge for the council, but one it had risen to, having successfully saved £75 million while limiting impacts on front line services and maintaining resident satisfaction.

There were changes to the way the Revenue Support Grant (RSG) was calculated including factoring in the level of council tax each borough could raise. This change meant that grant allocations were increased for boroughs with a lower council tax base but did not take into consideration population or the increase in deprivation in outer London boroughs. Nor did it take into account historical underfunding of outer London boroughs or the demographic changes in London over the last decade. Barnet has a large council tax base, however it also has the largest population in London and the change in the RSG calculation, which was not well communicated, impacted negatively on Barnet.

The Council's grant reduction in 2016/17 was 32%, which was £5.5m worse than had been forecast. In order to mitigate the impact of this on the savings target, we used £2m from the surplus on the collection fund income, £2m of increased income from New Homes Bonus and reduced the allocation to contingency by £1.5m.

The social care precept was new for 2016/17 and allowed the council to raise money through council tax to be spent exclusively on adult social care. The council increased council tax by 1.7% which generated £2.571m. The impact of demographic pressures and pressures from increased referrals from the NHS was mitigated by this funding, along with funding from the Better Care Fund.

There were a number of known pressures that we confidently quantified and included in the MTFS; these included inflationary pressures on pay and contracts, demographic increases and their impact on service provision and concessionary fares. However, there were other risks and pressures identified that had not fully materialised at the time of the budget setting and these have been funded through reserves and contingencies.

The budget for 2016/17 included savings proposals of £19.554m to reach a balanced position. The council's savings plans through to 2020 place a greater emphasis on ways to reduce demand on services – through the community doing more, intervening earlier to treat the cause not the problem, and influencing residents to change their behaviour, for example by recycling more. £18.667m (95%) of the savings were achieved in 2016/17.

Investing in the future is a key strand of the council's response to the scale of the challenge facing local government from funding reductions and increasing demand. Barnet will not be able to support the growth needed to ensure the council's financial independence without investment for the future. The capital

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programme not only supports the growth agenda but also includes a number of additions that enable the achievement of the revenue savings proposals.

The capital programme allocated £238.902m in 2016/17 with the main spend planned on schools, relocation of the Mill Hill depot, land acquisition to enable regeneration at Brent Cross, the new council offices at Colindale and investment in housing and infrastructure. The budget was revised during the year to £175.803m with the reduction of £63.099m being re-profiled in future years.

Financial Performance

The council managed a net revenue budget of £274.968m during 2016/17. The outturn for the year was £283.298m, which resulted in an overspend of £8.330m (2.9%), as set out below.

Service Area	Budget	Actual	(Under)/ Overspend
	£000	£000	£000
Adults and Communities	86,808	92,161	5,353
Assurance ¹	3,847	3,846	(1)
Central Expenses	41,800	41,298	(502)
Commissioning Group	20,200	20,200	-
Customer and Support Group	22,086	22,586	500
Education and Skills	7,084	7,257	173
Family Services	54,863	55,289	426
HB Public Law ¹	2,011	2,125	114
Housing Needs and Resources	5,559	7,365	1,806
Parking and Infrastructure	(1,838)	(1,838)	-
Public Health	18,055	18,055	-
Regional Enterprise	1,130	1,364	234
Registrar Service ¹	(162)	63	225
Street Scene	13,525	13,527	2
Net Expenditure	274,968	283,298	8,330
Financed by			
Council tax	(153,091)	(163,009)	
Grant income	(76,822)	(72,391)	
Business rates	(35,484)	(28,524)	
Transfers from reserves	8,483	(1,320)	
Public Health grant	(18,054)	(18,054)	
Total Financing	(274,968)	(283,298)	

The actual expenditure of the council is subject to regular financial and operational monitoring and reported publicly on a quarterly basis to the Performance and Contract Management Committee. The principal reasons for the overspend in 2016/17 are as follows:

- Adults and communities have been experiencing a continued increase in demand for adult social care services since 2014/15. In particular, there have been increases in the number of clients with learning disabilities and also in the number of clients with dementia, both groups requiring increasingly complex packages of care. The Deprivation of Liberty Safeguards (DOLS) service also continued to have significant pressures in 2016/17 as a result of Supreme Court judgements in 2014/15 and a loss of grant funding since 2015/16. To offset these demand pressures, the service achieved savings in third party

¹ These service area are included in 'other' within the Comprehensive Income and Expenditure Statement

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contracts in the prevention and wellbeing area and has made significant staff savings across the delivery unit.

- The overspend of £1.806m within Housing Needs and Resources has been driven by a sustained demand for temporary accommodation and high rental prices exceeding government payments received by the council.

The overspend is funded from the General Fund balance, resulting in a balance (excluding schools but including the transfer of an earmarked reserve no longer required) of £9.614m, compared with £12.543m at 31 March 2016.

The outturn for the year is adjusted in the financial statements for a number of factors, mainly due to accounting adjustments required by statute or reporting standards, in order to allow the accounts to be comparable against other local authorities and public sector bodies. A summary of the adjustments is listed below.

	2016/17 £000	2015/16 £000
Net expenditure on services	283,298	280,293
Capital and other adjustments not recorded against service budgets	(20,019)	(40,843)
Adjusted net expenditure	263,279	239,450
Other operating expenditure (note 10)	9,970	6,772
Financing and Investment Income and Expenditure (note 11)	22,805	16,219
Taxation and Non-Specific Grant Income (note 12)	(299,896)	(294,821)
Surplus on the provision of services	(3,842)	(32,380)
Surplus on revaluation of property	(10,471)	(33,794)
(Gains)/losses on the pension fund	48,285	(23,592)
Total Comprehensive Income and Expenditure surplus	33,972	(89,766)

Capital Programme

The council spent £137.311m on its capital programme in 2016/17, which is summarised in the table below. The in-year underspend of £38.492m will be profiled and subsequently spent in 2017/18 and future years.

Service Area	2016/17 Budget £000	2016/17 Actual £000	2015/16 Actual £000
Adults and Communities	1,380	1,968	3,977
Education and Skills	40,013	28,031	24,430
Family Services	5,523	1,649	961
Commissioning Group	16,820	18,852	18,445
Housing Needs and Resources	8,870	4,072	-
Commercial – Parking and Infrastructure	1,196	1,121	364
Re delivery unit	60,875	42,708	44,629
Street Scene	1,908	1,085	743
Housing Revenue Account	39,218	37,826	38,787
Total Capital Expenditure	175,803	137,311	132,336
Financed by			
Grants and other contributions	(50,170)	(32,473)	(32,006)
Capital receipts	(17,935)	(21,004)	(25,137)
Borrowing	(67,683)	(32,899)	(28,709)
HRA revenue / Major Repairs Allowance	(22,776)	(29,248)	(27,525)

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Reserves	(15,873)	(20,749)	(18,302)
General Fund revenue	(1,366)	(938)	(657)
	(175,803)	(137,311)	(132,336)

The most significant items of capital investment in 2016/17 included the primary and secondary school expansion programmes to meet demand for school places (£26.599m), land acquisitions as part of the Brent Cross redevelopment scheme (£13.588m), investment in highways infrastructure (including Transport for London schemes) (£18.386m), expenditure on the new council offices (£5.732m), expenditure relating to the relocation of the Mill Hill depot (£10.602m), out-of-borough housing (£4.042m) and the Housing Revenue Account capital programme (£37.826m).

Significant Movements in the Statement of Accounts

Comprehensive Income and Expenditure Statement

There are a number of significant movements in this statement, which result in a total movement in Comprehensive Income and Expenditure of £41.390m. The majority of the large movements relate to changes in asset valuations in 2016/17 or the previous year.

Balance Sheet

The Balance Sheet shows a net movement in the council's net worth between 31 March 2016 and 31 March 2017 of £48.376m. Long term assets have increased by £68.699m, due largely to purchase of and investment in council housing and out-of-borough properties for rent, acquisition of regeneration sites and expenditure on assets under construction, such as the new council offices.

Current assets as at 31 March 2017 decreased by £19.046m compared to the previous year, mainly due to a reduction in short term cash deposits as these were used to finance capital expenditure and payments in advance during the year.

Within current liabilities, short term creditors have increased by £18.779m due mainly to an increase in council tax and business rates payable to central government and the GLA.

As at 31 March 2017, the council holds £96.799m of earmarked reserves compared to £112.000m as at 31 March 2016. These are amounts of money set aside to fund expenditure on specific capital or revenue projects or initiatives in future years.

Explanation of the Financial Statements

Core Financial Statements

The *Movement in Reserves Statement* shows the movement in the reserves held by the council analysed into 'usable reserves' (i.e. those that can be used to fund expenditure) and other 'unusable' reserves. Total reserves at 31 March 2017 were £804.427m compared with £756.051m at 31 March 2016. The Movement in Reserves Statement reconciles the £48.376m surplus on the Comprehensive Income and Expenditure Statement to the movement in the General Fund balance and its accompanying note (note 8) provides a breakdown of the adjustments between the accounting basis and funding basis under regulations. These include reversals of depreciation and the adjustments made to comply with International Accounting Standard 19 (employee benefits), entries relating to the financing of capital expenditure from revenue and vice versa, gains on the revaluations of non-current assets and actuarial gains and losses on the pension fund.

The *Comprehensive Income and Expenditure Statement* is the primary statement illustrating performance. It summarises the income receivable and expenditure incurred in operating the council's services for the year. The statement shows a surplus for 2016/17 of £48.376m which represents the amount by which income

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exceeds expenditure. The statement was formerly prepared in accordance with the CIPFA Service Reporting Code of Practice for Local Authorities (SeRCOP) but from 2016/17 reflects the council's normal management reporting arrangements. The *Expenditure and Funding Analysis (Note 7)*, which is a new note in 2016/17, shows how the council's funding has been used in providing services and also how this expenditure is allocated for decision making purposes between the council's delivery units.

The *Balance Sheet* summarises the council's assets, liabilities and reserves. At 31 March 2017, the council's net worth was £804.427m compared with £756.051m, an increase of £48,376m. There are no significant provisions or contingencies included in the Statement of Accounts as at 31 March and there were no material write offs during the year.

The *Cash Flow Statement* summarises, in cash terms, the council's transactions with its taxpayers, its customers, its suppliers, the Government and other parties.

The notes to the accounts provide analysis of various categories of income and expenditure and the additional information that the council is required to disclose, such as details of capital expenditure and sources of finance, officers' remuneration and information on pensions.

The statement of accounting policies explains the policies adopted by the council to prepare these accounts.

Supplementary Statements

As well as collecting its own tax, the council collects business rates on behalf of the Government and the Greater London Authority (GLA) and council tax on behalf of the GLA (as a precept on the council tax). All of this activity is summarised in the Collection Fund Account.

The Housing Revenue account reflects the statutory obligation to account separately for the council housing provision. The statement shows the major elements of income and expenditure.

The Annual Governance Statement describes the council's governance framework, sets out how it has reviewed its governance arrangements and discloses the actions taken, or proposed, to deal with any significant governance issues. The statement is signed by the Leader of the Council and the Chief Executive Officer.

The Statement of Responsibilities for the Statement of Accounts outlines the responsibilities of the council and of the Chief Finance Officer. The certificate of the Chief Finance Officer is a statement that confirms the validity of the information presented in the accounts. The Chief Finance Officer considers whether any material events have occurred since 31 March 2017 and has concluded that no events have occurred that require to be disclosed.

The report of the auditors provides an opinion as to whether the accounts present a true and fair view of the council's financial position.

The Statement of Accounts concludes with a glossary of financial terms, designed to assist the reader in understanding the information presented.

Review of the Year

Non-Financial Performance of the Council

The **Corporate Plan 2015-2020** sets out the council's vision and strategy for the next five years based on the core principles of fairness, responsibility and opportunity to make sure Barnet is a place:

- of opportunity, where people can further their quality of life
- where people are helped to help themselves, recognising that prevention is better than cure
- where responsibility is shared, fairly

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- where services are delivered efficiently to get value for money for the taxpayer

A suite of indicators are included in the Corporate Plan to help us monitor performance and targets have been set to encourage improvement against the strategic priorities. 63% (41) of Corporate Plan indicators achieved target in 2016/17 and 59% (36) improved on last year (2015/16)².

Residents continue to be satisfied with Barnet as a place to live (85%), which remains above the national average (83%), whilst satisfaction with the way the council runs things (71%) is on par with the national average (71%).

An additional £4.263m of council tax has been collected compared to last year. The net annual collectable council tax for 2016/17 is £194.0m, an increase of £2.9m compared to 2015/16. The council tax four-year collection rate of 98.50% achieved the year-end target (98.49%). The business rate four-year collection rate (99.06%) also achieved its year-end target (99%).

There has been good progress on the estate regeneration programme, including the completion of new homes in Dollis Valley (59 homes including 18 affordable), Grahame Park (60 homes, including 37 affordable), Millbrook Park (85 homes including 50 affordable) and Stonegrove and Spur Road (169 homes including 28 affordable).

The percentage of residents unemployed has fallen to 4.9% (from 5.8% last year) and compares favourably with London at 5.7% (December 2016). Youth unemployment has also fallen to 16% (from 18% last year).

Barnet schools are performing within the top 10% in the country. Educational performance is measured by the new Attainment 8 and Progress 8 indicators. These look at pupils' average grade across eight subjects, including English and Maths. Barnet schools have scored highly for Attainment 8 at 56.1 (compared with a national average of 48.2 and the London average of 51.7) placing fifth in the country and Progress 8 at 0.33 (compared with a national average of 0 and the London average of 0.16) placing fourth in the country.

93% of primary schools and 92% of secondary schools have been rated as good or better by Ofsted, compared with a national average of 90% (primary) and 78% (secondary) and the London average of 93% (primary) and 89% (secondary).

Service quality remains a priority for the council. The recycling rate has marginally increased to 36.73% (Quarter 3 2016/17) from 36.5% in Quarter 3 2015/16 but remains below the 42% target. The highest rated service continues to be recycling and refuse collection with residents' satisfaction at 74% for recycling and 76% for refuse collection – both above the London averages (66% and 69% respectively³).

Barnet remains a safe place to live with the Mayor's Office for Policing and Crime (MOPAC) set of crimes (burglary, vandalism, criminal damage, theft of/from a motor vehicle, violence with injury, robbery and theft from the person) falling by 21% since 2011/12, compared with 18.6% across London⁴.

Considerable work has been undertaken to improve customer service and this has been reflected in an increase in customer satisfaction to 91% (from 76% last year) and web satisfaction to 55% (from 45% last year). Barnet is now in the Top 3 ranking for face-to-face and Top 10 ranking for web contact in the national GovMetric channel satisfaction league tables.

In addition to the suite of indicators included in the Corporate Plan, targets have been set to monitor service performance. Across the council, 76% (229) of service indicators achieved target in 2016/17 and 61% (158) improved on last year⁵.

² 77 Corporate Plan indicators were reported at the End of Year 2016/17: 65 have a RAG rating and 61 have a Direction of Travel status.

³ November 2014, Survey of Londoners.

⁴ 2011/12 is the baseline year used by MOPAC for tracking London wide and Borough level crime reduction performance.

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The council's Transformation Programme consists of 78 projects required to deliver the Medium Term Financial Strategy and the Corporate Plan. The majority of projects within the Transformation Programme are on track to deliver to time, cost and quality.

Looking Forward for the Council

Despite ongoing difficult economic and demographic conditions, the council has continued to robustly manage its financial position. £18.667m of savings were delivered in 2016/17 and the MTFS includes £53.863m of further savings through to 2020. Barnet has five priorities that are set out in the Corporate Plan – 2017/18 Addendum. These are:

- delivering quality services;
- responsible growth, regeneration and investment;
- building resilience in residents and managing demand;
- transforming local services; and
- promoting community engagement, facilitating independence and building community capacity.

The council is embarking on a 'Priorities and Spending Review' (PSR) to fully revise its MTFS through to 2023, presenting options to the new administration following the May 2018 local elections. Through using the proceeds of growth to invest in our borough's critical infrastructure we are ensuring the sustainability of the council by laying the groundwork for generating future income locally.

The council has set aside funding to help balance its budget over the medium term and the MTFS will also seek to ensure the General Fund balance is replenished to the level of £15m determined as being the amount necessary to enable the council to manage risk and volatility of spend over the medium term.

Conclusion

The council has a strong track record of delivering savings and has ambitious plans to ensure that, despite the financial challenges faced, the quality of local services is not compromised. The council will continue to work hard to ensure high quality services at the lowest possible cost are delivered to residents and businesses.

Should you require further information about the accounting statements, please contact the Finance Team at the London Borough of Barnet at: Ground Floor Building 2, North London Business Park, Oakleigh Road South, Barnet, N11 1NP, or email inspectionofaccounts@barnet.gov.uk.

Section 151 Officer

⁵ 367 service indicators were reported at the End of Year 2016/17: 300 have a RAG rating and 259 have a Direction of Travel status.

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 has the responsibility for the administration of those affairs. In the London Borough of Barnet, that officer is the Chief Executive;
- Manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets; and
- Approve the Statement of Accounts.

The Chief Executive's Responsibilities

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

In preparing this Statement of Accounts, the Chief Executive and Chief Finance 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; and
- Taken reasonable steps for the prevention and detection of fraud and other irregularities.

Certification of Accounts

I certify that the Statement of Accounts gives a true and fair view of the financial position of the London Borough of Barnet Council at 31 March 2017 and its income and expenditure for the year then ended. The draft accounts were published on 31 May 2017.

Anisa Darr
Director of Resources and Section 151 Officer

Approval of Accounts

In accordance with the Accounts and Audit Regulations 2015, I certify that the Statement of Accounts was approved by the Audit Committee on 19 September 2017

Chair of Audit Committee
Councillor Hugh Rayner

Core Financial Statements

Comprehensive Income and Expenditure Statement (CIES)

This statement summarises the income and expenditure of the council in providing services during 2016/17. The statement also shows how the council's services are funded through council tax, business rates, government grants and fees and charges made by the council for its services.

Comprehensive Income and Expenditure Statement	Note	2016/17			2015/16 Restated		
		Gross expenditure	Gross income	Net expenditure	Gross expenditure	Gross income	Net expenditure
		£'000	£'000	£'000	£'000	£'000	£'000
Adults and Communities		125,239	(34,330)	90,909	127,997	(33,470)	94,527
Central Expenses		4,384	(8,332)	(3,948)	24,936	(23,564)	1,372
Commissioning Group		294,040	(264,569)	29,471	324,964	(287,932)	37,032
Customer and Support Group		41,259	(6,836)	34,423	28,549	(1,610)	26,939
Education and Skills		310,410	(268,581)	41,829	269,740	(237,271)	32,469
Family Services		61,710	(4,359)	57,351	57,210	(5,186)	52,024
Housing Needs and Resources		29,702	(22,393)	7,309	26,178	(20,164)	6,014
Local Authority Housing (HRA)		30,183	(63,245)	(33,062)	9,044	(61,152)	(52,108)
Parking and Infrastructure		23,965	(24,398)	(433)	7,403	(5,755)	1,648
Public Health		18,656	(18,191)	465	15,746	(16,191)	(445)
Regional Enterprise		22,988	(23,030)	(42)	33,049	(26,027)	7,022
Street Scene		40,776	(6,362)	34,414	30,353	(4,107)	26,246
Other		7,881	(3,288)	4,593	9,318	(2,608)	6,710
Deficit on Continuing Operations		1,011,192	(747,914)	263,278	964,487	(725,037)	239,450
Other Operating Expenditure	10	9,970		9,970	6,772		6,772
Financing and Investment Income and Expenditure	11	27,435	(4,630)	22,805	28,721	(12,502)	16,219
Taxation and Non-Specific Grant Income	12	-	(299,896)	(299,896)	-	(294,821)	(294,821)
Surplus on Provision of Services		1,048,598	(1,052,440)	(3,842)	999,980	(1,032,360)	(32,380)
Surplus on revaluation of non-current assets	13			(10,471)			(33,794)
Remeasurement of the net defined benefit liability	44			48,285			(23,592)
Other Comprehensive Income and Expenditure				37,814			(57,386)
Total Comprehensive Income and Expenditure				33,972			(89,766)

Core Financial Statements

Movement in Reserves Statement (MIRS)

This statement shows the movement on the different reserves held by the authority, analysed into usable and unusable reserves, and shows the increase or decrease in the net worth of the council. It provides an explanation of the changes in, and movements between, reserve accounts to increase or reduce the resources available to the council. It shows how the council's total Comprehensive Income and Expenditure is allocated to the council's reserves. The Surplus or (Deficit) on the Provision of Services, Other Comprehensive Income and Expenditure and Total Comprehensive Income and Expenditure are shown in more detail on the face of the Comprehensive Income and Expenditure Statement.

Movements in Reserves 2016/17

	General Fund Balance	Earmarked Reserves	Housing Revenue Account	Capital Receipts Reserve	Major Repairs Reserve	Capital Grants Unapplied	Total Usable Reserves	Total Unusable Reserves	Total Authority Reserves
Note	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance as at 31 March 2016	24,179	112,000	8,820	40,175	23,213	75,243	283,630	472,421	756,051
(Deficit)/Surplus on provision of services	(25,885)	-	29,727	-	-	-	3,842	-	3,842
Other comprehensive income and expenditure	-	-	-	-	-	-	-	(37,814)	(37,814)
Total comprehensive income and expenditure	(25,885)	-	29,727	-	-	-	3,842	(37,814)	(33,972)
Adjustments between accounting basis and funding basis under regulations	7,371	-	(26,058)	(4,687)	(5,138)	(1,360)	(29,872)	29,872	-
Net increase / (decrease) in year	(18,514)	-	3,669	(4,687)	(5,138)	(1,360)	(26,030)	(7,942)	(33,972)
Transfer to/(from) earmarked reserves	15,201	(15,201)	-	-	-	-	-	-	-
Balance as at 31 March 2017	20,866	96,799	12,489	35,488	18,075	73,883	257,600	464,479	722,079

Movements in Reserves 2015/16

	General Fund Balance	Earmarked Reserves	Housing Revenue Account	Capital Receipts Reserve	Major Repairs Reserve	Capital Grants Unapplied	Total Usable Reserves	Total Unusable Reserves	Total Authority Reserves
Note	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance as at 31 March 2015	27,951	116,155	14,942	45,602	17,930	75,532	298,112	368,173	666,285
(Deficit)/Surplus on provision of services	(19,169)	-	51,549	-	-	-	32,380	-	32,380
Other comprehensive income and expenditure	-	-	-	-	-	-	-	57,386	57,386
Total comprehensive income and expenditure	(19,169)	-	51,549	-	-	-	32,380	57,386	89,766
Adjustments between accounting basis and funding basis under regulations	11,242	-	(57,671)	(5,427)	5,283	(289)	(46,862)	46,862	-
Net increase / (decrease) in year	(7,927)	-	(6,122)	(5,427)	5,283	(289)	(14,482)	104,248	89,766
Transfer to/(from) earmarked reserves	4,155	(4,155)	-	-	-	-	-	-	-
Balance as at 31 March 2016	24,179	112,000	8,820	40,175	23,213	75,243	283,630	472,421	756,051

Core Financial Statements

Balance Sheet

The Balance Sheet provides a summary of what the council owns and owes together with the council's reserves, as set out in the Movement in Reserves Statement, as at 31 March 2017. Only usable reserves are available to support the delivery of the council's services to residents. Details of the Usable Reserves can be seen in the Movement in Reserves Statement.

	Note	31 March 2017		31 March 2016	
		£'000	£'000	£'000	£'000
Property plant and equipment	13	1,296,938		1,225,733	
Heritage assets	13	1,567		1,567	
Investment properties	13	123,371		117,124	
Intangible assets	13	5,477		6,650	
Long term debtors	17	1,212		830	
Long term investments	17	5,011		12,973	
Total Long Term Assets			1,433,576		1,364,877
Inventories	18	314		608	
Short term investments	17	62,167		126,418	
Short term debtors	20	178,050		123,954	
Cash and cash equivalents	22	38,615		47,212	
Total Current Assets			279,146		298,192
Short term borrowing	17	(1,434)		(1,433)	
Short term creditors	23	(121,225)		(102,446)	
Provisions	24	(7,920)		(6,340)	
Total Current Liabilities			(130,579)		(110,219)
Long term borrowing	17	(304,699)		(304,704)	
Provisions	24	(6,750)		(6,557)	
Pension scheme	44	(532,641)		(469,137)	
Long term lease	41	(15,974)		(16,401)	
Total Long Term Liabilities			(860,064)		(796,799)
Net Assets			722,079		756,051
Usable reserves	25	257,600		283,630	
Unusable reserves	26	464,479		472,421	
Total Reserves			722,079		756,051

These financial statements replace the unaudited financial statements published on 31st May 2017. These statements are certified by the Statutory S151 Officer on

Core Financial Statements

Cash Flow Statement

This shows how cash has been generated or spent through capital and revenue transactions during the year and classifies the council's cash inflows and outflows between operating, investing and financing activities. Operating activities reflect the day to day income from grants and taxation together with expenditure on services provided by the council. Investing activities summarise the expenditure made to support future activities, for example capital expenditure on housing and schools. Financing activities demonstrate how the council has managed its borrowings to fund its operating and investing activities.

	Note	2016/17		2015/16	
		£'000	£'000	£'000	£'000
Net surplus on the provision of services		3,842		32,380	
Adjustment to the surplus on the provision of services for non-cash movements	27	34,220		14,537	
Adjustment for items included in the net surplus on the provision of services that are investing and financing activities	27	(53,804)		(54,176)	
Net cash flows from operating activities			(15,742)		(7,259)
Net cash flows from Investing activities	28		8,004		(47,799)
Net cash flows from Financing activities	29		(859)		(2,616)
Net (decrease)/ increase in cash and cash equivalents			(8,597)		(57,674)
Cash and cash equivalents at the beginning of the reporting period			47,212		104,886
Cash and cash equivalents at the end of the reporting period	22		38,615		47,212

1. Accounting Policies

1.1 Introduction

The Statement of Accounts summarises the London Borough of Barnet's transactions for the financial year 2016/17 and its financial position at 31 March 2017. The accounting policies adopted, that are material to the context of the council's accounts for 2016/17, are set out within the following pages. The accounting policies explain the basis for the recognition, measurement and disclosure of transactions and other events within the Statement of Accounts.

1.2 General Principles

The council's Statement of Accounts are prepared in accordance with the CIPFA Code of Practice on Local Authority Accounting in the United Kingdom 2016/17, supported by International Financial Reporting Standards (IFRS) and statutory regulations.

The Statement of Accounts has been prepared using the going concern and accruals bases. The historical cost convention has been applied, modified by the revaluation of certain categories of non-current assets and financial instruments.

1.3 Accruals of Income and Expenditure

The council accounts for income and expenditure in the year that the effects of the transaction are experienced; not simply when the cash payments are made or received.

1.4 Income Recognition (Fees and Charges, Rents, etc.)

Income is measured in the council's accounts at the fair value of the consideration received or receivable. For the majority of the income, the payment is received in the form of cash or cash equivalent receivable. Where the council acts as agent for another body, the income collected is not included in the council's accounts.

Income from the sale of goods and services is recognised in the council's accounts when the amount of income can be measured accurately and it is probable that the income will be received.

1.5. Fair Value measurement

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

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

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

Notes to the Accounts

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

The council uses valuation techniques that are appropriate in the circumstances and for which sufficient data is available, maximising the use of relevant observable inputs and minimising the use of unobservable inputs. Inputs to the valuation techniques in respect of assets and liabilities for which fair value is measured or disclosed in the council's financial statements are categorised within the fair value hierarchy, as follows:

Level 1 – quoted prices (unadjusted) in active markets for identical assets or liabilities that the council can access at the measurement date

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

Level 3 – unobservable inputs for the asset or liability.

1.6. Provisions

Provisions are charged as an expense to the appropriate service expenditure line in the Comprehensive Income and Expenditure Statement (CIES), where an event has taken place that gives the council a legal obligation that has a high probability of being settled by the transfer of economic benefit or service potential; and a reliable estimate can be made of the amount of the obligation. Provisions are held on the balance sheet at the best estimate of expenditure required to settle the obligation, taking into account the relevant risks and uncertainties.

1.7. Government Grants and Contributions

1.7.1 General Grants and Contributions

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 any conditions attached to them, and the grants and contributions are likely to be received.

Once the conditions are satisfied, the grants and contributions are credited to the Comprehensive Income and Expenditure Statement as follows:

- Ring-fenced revenue grants and contributions - credited to the relevant service line in the CIES.
- Ring-fenced capital grants and contributions - credited to Taxation and Non-Specific Grant income in the CIES
- Non Ring-fenced Grants - credited to Taxation and Non-Specific Grants income in the CIES.

Where specific revenue grants and contributions are credited to the CIES, but the associated expenditure has not yet been incurred, the grant is set aside in an earmarked reserve, so that it can be matched with the expenditure when it is incurred in a subsequent year.

Notes to the Accounts

Capital grants and contributions are reversed out of the General Fund Balance through the Movement in Reserves Statement and are either transferred to the Capital Adjustment Account if the eligible expenditure has been incurred or to the Capital Grants Unapplied Account. Grants are subsequently released into the Capital Adjustment Account when the eligible expenditure is incurred.

1.8. Council tax and Non-Domestic Rates

The council as billing authority is required by statute to maintain a separate 'Collection Fund' account, for the collection and distribution of council tax and business rates. Billing authorities, major preceptors and central government share proportionately the risks and rewards for council tax and business rates. The council collects and distributes council tax and non-domestic rates income on behalf of major preceptors and itself.

In line with agency accounting arrangements, the council tax and non-domestic rates income included in the CIES is the total of:

- the council tax precept;
- the council's share of the estimated non-domestic rates income;
- the council's share of the actual surplus/deficit for council tax and non-domestic rates on the Collection Fund at the end of the year, adjusted for the council's share of the surplus/deficit on the Collection Fund at the preceding year end that has not been distributed or recovered in the current year.

The income credited at the end of year differs from statutory requirements for income credited to the General Fund; therefore a reconciling adjustment is required through the Movement in Reserves Statement, which is taken to the Collection Fund Adjustment Account.

The council's Balance Sheet includes the council's share of council tax and non-domestic arrears, prepayments, allowances for bad debts, non-domestic rates appeals and the council's portion of any surplus or deficit on the Collection Fund Account. Amounts due to precepting authorities are recorded as debtors or creditors on the council's Balance Sheet.

1.9. Employee Benefits

Benefits Payable during Employment

Short term employee benefits are those due to be settled within 12 months of the year end. They include such benefits as wages and salaries, paid annual leave and paid sick leave, bonuses and non-monetary benefits for current employees and are recognised as an expense in the year in which employees render service to the council. An accrual is made for the cost of holiday entitlements earned by employees but not taken before the year-end which employees can carry forward into the next financial year. The accrual is then reversed through the Movement in Reserves Statement and held as a balance on the Accumulating Compensated Absences Adjustment Account.

Termination Benefits

Termination benefits are amounts payable as a result of a decision by the council to terminate an

Notes to the Accounts

officer's employment before the normal retirement date or an officer's decision to accept voluntary redundancy. These costs are charged on an accruals basis to the appropriate service line in the CIES at the earlier of when the council can no longer withdraw the offer of the benefit or when the Council recognises the costs of restructuring.

Post-Employment (Retirement) Benefits

Employees of the council are members of two separate pension schemes:

- The Teachers' Pension Scheme, administered by Capita Teachers' Pensions on behalf of the Department for Education (DfE), and
- The Local Government Pension Scheme (LGPS).

Both schemes provide defined benefits to members (retirement lump sums and pensions), earned as employees worked for the Council.

Local Government Pension Scheme (LGPS)

The scheme is accounted for as a defined benefits scheme. Hence:

- the liabilities of the LGPS attributable to the council are included in the council's balance sheet on an actuarial basis, using the projected unit cost method.
- the Fund's liabilities are discounted to their value at current prices, using a discount rate that is based upon the indicative rate of return on a high quality corporate bond of equivalent currency and term to the scheme's liabilities.
- the Fund's assets attributable to the council are included on the Balance Sheet at fair value.
- Changes in the net pension liability are analysed into the following components:
- Service costs comprising: Current service and past service costs are charged to the service lines of the CIES. Net interest on the net defined benefit liability is charged or credited to the 'Financing and Investment Income and Expenditure' line of the CIES.
- Re - measurements of the net pension liability (comprising return on assets and actuarial gains and losses) are charged to the Pension Reserve as part of 'Other Comprehensive Income and Expenditure' line.
- Employer contributions paid to the Fund are not accounted for as an expenses within the CIES.

Teachers' Pension Scheme

The teachers' pension scheme, whilst being a defined benefit scheme, is treated as a defined contribution scheme, as under the scheme arrangements the liabilities of the scheme cannot be identified specifically to the council. This means that the pension costs reported for any year are equal to the contributions payable for the scheme for the same period. The costs are recognised within Surplus or Deficit on Provision of Services. The council's Balance Sheet does not include a liability for future payments under the scheme.

Notes to the Accounts

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 in line with the accounting arrangement for the LGPS.

1.10. Minimum Revenue Provision

Statute requires the council to set money aside each year for the repayment of loans originally taken out to finance capital expenditure. This is called the minimum revenue provision (MRP).

The MRP Provision is calculated in line with the 2016/17 MRP Policy agreed by Council on the 1 March 2016 and the Local Government Guidance on MRP.

The Council's policy is to:

- Apply the Capital Financing Requirement (CFR) MRP calculation method for supported capital expenditure; and
- Apply, for unsupported capital expenditure incurred on or after 1 April 2008, the calculation based on the useful asset life of the asset using equal annual instalments.

MRP in respect of leases and Public Finance Initiatives (PFI) brought onto the Balance Sheet under the Code will match the annual principal repayment for the associated deferred liability.

There is no requirement on the Housing Revenue Account (HRA) to make a minimum revenue provision, but there is a requirement for a charge for depreciation to be made.

1.11. Value Added Tax (VAT)

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

1.12. Support Services

Where support services are a department in their own right, the Comprehensive Income and Expenditure Statement (CIES) will report them in line with the council's operating and decision making reporting structure e.g. Customer and Support Group.

1.13. Earmarked Revenue Reserves

The council sets aside specific amounts as reserves for future policy purposes or to cover contingencies. Reserves are created by apportioning amounts out of the General Fund Balance in the Movement in Reserves Statement. When expenditure to be financed from a reserve is incurred, it is charged to the appropriate service in that year to score against the Surplus / Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement. The reserve is then appropriated back into the General Fund Balance in the Movement in Reserves Statement, so that there is no net charge against council tax for the expenditure. All applications for specific reserves are subject to approval by the Director of Resources. Specific reserves are discretionary not mandatory. Certain reserves are kept to manage the accounting processes for non-current assets, financial instruments and retirement and employee benefits and do not

Notes to the Accounts

represent usable resources for the council – these reserves are explained in the relevant policies.

1.14. Inventories

Inventories are included in the Balance Sheet at the lower of cost and net realisable value.

1.15. Property, Plant and Equipment

Assets that have physical substance and are held for use in the production or supply of goods or services, for rental to others, or for administrative purposes and that are expected to be used during more than one financial year are classified as Property, Plant and Equipment.

Recognition

Expenditure on the acquisition, creation or enhancement of property, plant and equipment is capitalised on an accruals basis, provided that it is probable that the future economic benefits or service potential associated with the item will flow to the council and the cost of the item can be measured reliably. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential (i.e. repairs and maintenance) is charged as an expense when it is incurred. Any expenditure on an asset that is under £50,000 is considered non enhancing and is treated as revenue expenditure.

The council has schools in the following categories: community schools, foundation schools, voluntary aided schools and academies. Community and foundation schools are treated on Balance Sheet based on the risks and rewards the council is deemed to have, and voluntary aided schools and academies are excluded from the council's Balance Sheet. This is under constant review and is updated in line with guidance from CIPFA. This means that the Council recognises the Property, Plant and Equipment of the following categories of locally maintained schools in the financial statements:

- Community and community special schools; and Foundation and Foundation Trust schools (other than those owned by religious bodies)

The Property, Plant and Equipment of voluntary aided and voluntary controlled schools are not recognised in the council's financial statements. In the majority of cases, the council has ownership of the playing fields for these categories of schools, which are recognised on the council's balance sheet.

Measurement

Assets are initially measured at cost, comprising:

- the purchase price
- any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

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

- Infrastructure (including street lighting PFI), community assets and assets under construction – depreciated historical cost

Notes to the Accounts

- Dwellings – current value, determined using the basis of existing use value for social housing (EUVSH)
- Surplus assets - the current value measurement base is fair value, estimated at highest and best use from a market participant's perspective.
- All other assets (For example schools, leisure centres, crematorium, etc. – current value, determined as the amount that would be paid for the asset in its existing use (existing use value – EUV).

Where there is no market based evidence of current value because of the specialist nature of an asset, the valuation method of Depreciated Replacement Cost (DRC) is used as an estimate of current value. Examples of specialist assets include: schools, leisure centres, crematorium and cemeteries prior to their being run on a more commercial basis. The DRC method of valuation provides the current cost of replacing an asset with its Modern Equivalent Asset (MEA) less deductions for all physical deterioration and all relevant forms of obsolescence and optimisation. The council, where possible, has used direct evidence from its own capital programmes to determine the MEA cost basis for specialist assets. Where this evidence is not available, Building Cost Information Service construction cost figures have been used.

Where non-property assets have short useful lives or low values (or both), depreciated historical cost is used as a proxy for current value. The freehold and leasehold properties that comprise the council's property portfolio are subject to a five year rolling programme of revaluation, although the top ten properties, shops and industrial sites, all schools and all assets valued on a DRC basis are valued every year, which is 90% (by value) of the Council's property portfolio. This ensures that where market conditions or rebuilding costs alter, all affected assets are considered over a reasonable period of time.

Accounting for property value gains and losses

Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains.

Exceptionally, gains might be credited to the Comprehensive Income and Expenditure Statement where they arise from the reversal of a loss previously charged to a service. Where decreases in value are identified, they are accounted for as follows:

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

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

Impairment

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

Notes to the Accounts

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

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

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

Depreciation and useful lives

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

Depreciation is calculated on the following bases:

Asset Category	Depreciation Base	Estimated useful life
Land	n/a	n/a
Buildings, Council Dwellings and Schools	Straight line	50 years
Vehicles Plant and Equipment	Straight line	5 to 20 years
Infrastructure	Straight line	10 to 30 years
PFI street lighting	Straight line	25 years

Assets under construction are re-categorised upon completion, from which point depreciation will be charged in accordance with the relevant depreciation policy.

Depreciation charges commence in the first full year after the asset is purchased or becomes operational.

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

Componentisation

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. A component is considered significant when the cost of the component is 20% or greater of the total cost of the asset and has a differing useful life. Each component is depreciated separately except where there is more than one significant component within the same asset which has the same useful life and depreciation method; such components may be grouped in determining the depreciation charge.

Any component parts of an asset are de-recognised when the component is replaced, even if the original component had not been recognised separately for depreciation purposes. If it is not

Notes to the Accounts

practical to determine the carrying amount of the replaced components, the cost of the new component is indexed back and then adjusted for depreciation. This is used as a reasonable proxy.

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 in fair value less cost 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 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.

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.

Receipts from Disposal

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

Amounts received for a disposal are categorised as capital receipts.

Receipts are appropriated to the Capital Receipts Reserve from the General Fund Balance in the Movement in Reserves Statement.

Receipts from sale of Council Houses

A proportion of receipts relating to housing disposals (75% for dwellings, 50% for land and other assets, net of statutory deductions and allowances) is payable to the Government. The balance of receipts is required to be credited to the Capital Receipts Reserve, and can then only be used for new capital investment or set aside to reduce the council's underlying need to borrow (the capital financing requirement).

1.16 Heritage Assets

The council's heritage assets are held in support of the primary objective of increasing the knowledge, understanding and appreciation of the council's history and local area. Heritage assets are recognised and measured (including the treatment of revaluation gains and losses) in accordance with the council's accounting policies on property, plant and equipment. However, some of the measurement rules are relaxed in relation to heritage assets as detailed below. The council's collections of heritage assets are accounted for as follows:

Property Heritage Assets

These are held on the Balance Sheet based on the following valuation methods as appropriate for each asset:

- current value based on a Depreciated Replacement Cost (DRC), fair value, or insurance valuation.

The assets are revalued every five years as part of the council's rolling programme of revaluations.

Mayor's Regalia and Silverware

These assets are held at insurance valuation and are valued every three years.

Heritage Assets not held on the Balance Sheet

The remaining heritage assets are not recognised on the Balance Sheet because cost information is not readily available and the council considers that obtaining valuations for these items would involve a disproportionate cost in comparison to the benefits to the users of the financial statements.

General Accounting Policy

The carrying amounts of heritage assets are reviewed where there is evidence of impairment for heritage assets, for example where an item has suffered physical deterioration or breakage or where doubts arise as to its authenticity. Any impairment is recognised and measured in accordance with the council's general policies on impairment. The council will occasionally dispose of heritage assets which have a doubtful provenance or are unsuitable for public display. The proceeds of such items are accounted for in accordance with the council's general provisions relating to the disposal of property, plant and equipment. The collection of heritage assets is relatively static and acquisitions and donations are rare. Where they do occur acquisitions are initially recognised at cost and donations are recognised at valuation. The heritage assets are deemed to have indeterminate lives and a high residual value; hence the Council does not consider it appropriate to charge depreciation.

1.17 Investment Properties

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

Measurement

Investment properties are measured initially at cost and subsequently at fair value, based on the amount at which the asset could be exchanged between knowledgeable parties at arm's length. As

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a non-financial asset, investment properties are measured at highest and best use. Properties are not depreciated but are revalued on a five-year cycle unless market conditions at year end change.

Accounting Arrangements

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.

1.18 Private Finance Initiative (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, are passed to the PFI contractor. As the council 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 council at the end of the contract for no additional charge, the council carries the assets used under the contracts on its Balance Sheet as part of Property, Plant and Equipment. The council has one PFI contract for the maintenance of street lighting in the borough.

Once the arrangement is recognised in the council's Balance Sheet, assets are accounted for in accordance with the accounting policy for Property, Plant and Equipment. A PFI liability is also recognised on the council's Balance Sheet for amounts due to the scheme operator for capital investment.

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

- 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 on the Comprehensive Income and Expenditure Statement
- Contingent rent – increases in the amount to be paid for the property arising during the contract, debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement
- Payment towards liability – applied to write down the Balance Sheet liability towards the PFI operator (the profile of write-downs is calculated using the same principles as for a finance lease)
- Lifecycle replacement costs – a 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.

1.19 Intangible Assets

These are assets that do not have a physical form but which are identifiable and provide the council with rights to future economic benefits. The council carries just two types of intangible

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assets on its Balance Sheet; the purchase of software licences and the capitalisation of redundancy costs. The policy is to amortise the cost of the asset to revenue over its economic life, to reflect the pattern of consumption or benefits.

An asset is tested for impairment whenever there is an indication that the asset might be impaired. Any losses recognised are posted to the relevant service line(s) in the Comprehensive Income and Expenditure Statement.

Impairment losses are not permitted under statute to be charged to the General Fund Balance and therefore the impairment is reversed through the Movement in Reserves Statement and posted to the Capital Adjustment Account.

1.20 Leases

The council does not utilise or lease out any property, plant, equipment or vehicles under finance lease arrangements.

Operating Leases

Council as Lessee

Rentals paid under operating leases are charged to the Comprehensive Income and Expenditure Statement as an expense of the services benefiting 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

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 Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. Credits are made on straight-line basis over the life of the lease, even if this does not match the pattern of payments (e.g. there is a premium paid at the commencement of the lease). Initial direct costs incurred in negotiating and arranging the lease are added to the carrying amount of the relevant asset and charged as an expense over the lease term on the same basis as rental income.

1.21 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 for the council has been charged as expenditure to the relevant service in the Comprehensive Income and Expenditure Statement in the year. Examples include home improvement grants and expenditure on voluntary aided school land and buildings. Where the council has determined to meet the cost of this expenditure from existing capital resources or by borrowing, a transfer in the Movement in Reserves Statement to the General Fund Balance from the Capital Adjustment Account then reverses out the amounts charged so that there is no impact on the level of council tax.

1.22 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

Notes to the Accounts

- Revaluation and impairment losses on assets used by the service where there are no accumulated gains in the Revaluation Reserve against which the losses can be written off
- Amortisation of intangible assets attributable to the relevant 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 equal to an amount calculated on a prudent basis determined by the authority in accordance with statutory guidance. Depreciation, revaluation and impairment losses and amortisations are therefore replaced by the contribution in the General Fund Balance (Minimum Revenue Provision), by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement for the difference between the two.

1.23 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 have a maturity date of less than three months and are readily convertible to known amounts of cash with insignificant risk of change in value. In the Cash Flow Statement, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the council's cash management.

1.24 Financial Instruments

The definition of a financial instrument is: "Any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity". The term "financial instrument" covers both financial assets and financial liabilities. These range from straightforward trade receivables and trade payables to more complex transactions such as financial guarantees, derivatives and embedded derivatives. The Council's borrowing, service concession arrangements (PFI and finance leases) and investment transactions are classified as financial instruments.

Financial Liabilities

Financial liabilities are recognised on the council's Balance Sheet when the council becomes party to the contractual provisions of the financial instrument. Financial liabilities are initially measured at fair value and are carried at their amortised cost.

Interest is charged to the Financing and Investment income and Expenditure line of the CIES, based on the carrying amount of the liabilities, multiplied by the effective interest rate for the instrument. This means that:

- the amount included in the Balance Sheet is the outstanding principal repayable, plus the accrued interest; and
- interest charged to the CIES is the amount payable for the year in accordance with the loan agreement.

Financial liabilities are de-recognised when the obligation is discharged, cancelled or expired.

Notes to the Accounts

Financial Assets

Financial Assets are recognised on the Balance Sheet when the council becomes party to the contractual provision of the instrument.

There are two categories of Financial Asset:

- Loans and receivables which are initially measured at fair value, and subsequently at their amortised cost. Interest receivable is credited to the Financing and Investment Income and Expenditure line of the CIES, based on the carrying amount of the assets, multiplied by the effective interest rate for the instrument. This means that the amount included in the Balance Sheet is the outstanding principal receivable, plus the accrued interest; and interest credited to the CIES is the amount receivable for the year according to the loan arrangement.
- Available-for-sale assets – assets that have a quoted market price and/or do not have fixed or determinable payments.

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

Transaction Costs

Measurement at amortised cost permits transaction costs relating to financial instruments to be attached to the loan or investment and charged to the Comprehensive Income and Expenditure Statement over the life of the instrument. Where these are considered to be immaterial they can be charged in full to the Comprehensive Income and Expenditure Statement in the financial year in which they are incurred. The Council has adopted this latter approach.

Assets are maintained in the Balance Sheet at fair value. Values are based on the following techniques:

- instruments with quoted market prices – the market price
- other instruments with fixed and determinable payments – discounted cash flow analysis
- equity shares with no quoted market prices – multiple valuation techniques (which include market approach, income approach and cost approach).

The inputs to the measurement techniques are categorised in accordance with the three levels as described in 1.5.

The council does not hold any financial assets classified as 'fair value through profit and loss' for example financial derivatives.

1.25 Contingent Assets and Liabilities

Contingent Assets

A contingent asset arises where an event has taken place that gives the council a possible asset whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the council. Contingent assets are not recognised in the Balance

Notes to the Accounts

Sheet but disclosed in a note to the accounts where it is probable that there will be an inflow of economic benefits or service potential.

Contingent Liabilities

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

1.26 Carbon Reduction Commitment Scheme

The council is required to participate in the mandatory Carbon Reduction Commitment (CRC) Energy Efficiency Scheme. This scheme is currently in the third financial year of Phase 2 which commenced on 1 April 2014 and ends on 31 March 2019. The council is required to purchase and surrender allowances retrospectively, on the basis of emissions i.e. carbon dioxide produced as a result of its energy usage as defined under the terms of CRC scheme. As carbon dioxide is emitted (i.e. as energy is used), a liability and an expense are recognised. The liability will be discharged by purchasing and surrendering allowances to cover its annual emissions.

The liability is measured at the best estimate of the expenditure required to meet the obligation, normally at the current market price of the number of allowances required to meet the liability at the reporting date. The cost to the council is recognised and reported in the costs of the Council's services and is apportioned to services on the basis of energy consumption.

1.27 Interests in Companies and Other Organisations

The council reviews annually the extent to which other entities (over which the council has a controlling interest) need to be consolidated into group accounts. The council has controlling interests in :

- The Barnet Group Ltd (which includes Your Choice Barnet Ltd, Barnet Homes Ltd, The Barnet Group Flex Ltd and Open door Ltd),
- Barnet Holdings Ltd, Regional Enterprise Ltd
- The Inglis Consortium.
- BX Holdings Ltd (which includes BXS GP Ltd and BXS Ltd Partnership)
- Hill Green Homes Ltd

These entities have the nature of subsidiaries and / or joint ventures and the council is therefore required to prepare group accounts, unless the overall impact on the group accounts is not material.

In the authority's own single-entity accounts, the interests in companies and other entities are recorded as financial assets at cost, less any provision for losses.

All locally maintained schools (i.e. community, foundation, voluntary aided, voluntary controlled, community special and foundation special schools) are deemed to be under the council's control.

Notes to the Accounts

For this reason, schools' transactions and balances attributable to the governing bodies are consolidated into the council's financial statements, applying accounting policies for recognition and measurement consistent with those applied by the council to its own income, expenditure, cash flows, assets and liabilities. Transactions and balances between the council and the schools have been eliminated. Assets provided to a school without the right to continuing use, such that they can be taken back by the owners at some point, are not recognised in the council's financial statements.

Academy and free schools are independently managed. None of these schools' income and expenditure, assets, liabilities or reserves are included within the council's financial statements.

1.28 Events after the Reporting Period

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

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

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

1.29 Exceptional Items

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

1.30 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, i.e. in the current and future years affected by the change and do not give rise to a prior period adjustment. Changes in accounting policies are only made when required by proper accounting practices or the change provides more reliable or relevant information about the effect of transactions, other events and conditions on the council's financial position or financial performance. Where a change is made, it is applied retrospectively (unless stated otherwise) by adjusting opening balances and comparative amounts for the prior period as if the new policy had always been applied. Material errors discovered in prior period figures are corrected retrospectively by amending opening balances and comparative amounts for the prior period.

2. Accounting Standards Issued Not Yet Adopted

The Code requires that the authority discloses information relating to the impact of an accounting change that will be required by a new standard that has been issued but not yet adopted. This requirement applies to accounting standards that come into effect for financial years commencing on or before 1 January of the financial year in question.

There are no standards that will be introduced by the 2017/18 Code include that have not been adopted.

3. Critical Judgements in Applying Accounting Policies

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

- The council is deemed to control the services provided under the agreement for street lighting and also to control the residual value of the assets at the end of the agreement. The accounting policies for PFI schemes and similar contracts have been applied to the arrangement and the street lights are recognised as Property, Plant and Equipment on the council's Balance Sheet.

4. Assumptions made about the Future and Other Major Sources of Estimation Uncertainty

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

The items in the council's Balance Sheet at 31 March 2017 for which there is a significant risk of material adjustment in the forthcoming financial year are as follows:

Notes to the Accounts

Item	Uncertainties	Effect if actual results differs from assumptions
Pensions Liability	Estimation of the net liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets.	The effect on the net pension liability due to changes in individual assumptions can be measured although the assumptions interact in complex ways. The impact of changes in assumptions is shown in note 44.
Fair Value Measurement	<p>When the fair values of financial assets and financial liabilities cannot be measured based on quoted prices in active markets (i.e. Level 1 inputs), their fair value is measured using valuation techniques (e.g. quoted prices for similar assets or liabilities in active markets or the discounted cash flow (DCF) model). Where possible, the inputs to these valuation techniques are based on observable data (Level 2), but where this is not possible judgement is required in establishing fair values (Level 3). These judgements typically include considerations such as uncertainty and risk. However, changes in the assumptions used could affect the fair value of the authority's assets and liabilities.</p> <p>Where Level 1 inputs are not available, the authority employs relevant experts to identify the most appropriate valuation techniques to determine fair value (for example for investment properties, the principal valuation manager). Information about the valuation techniques and inputs used in determining the fair value of the authority's assets and liabilities is disclosed in notes 13, 15 and 17.</p>	The authority uses Level 2 observable inputs for valuing its investment properties and surplus assets. The inputs are those that are developed using market data, such as publicly available information about actual events or transactions, and that reflect the assumptions that market participants would use when pricing the asset or liability. Significant changes in any of the observable inputs would result in significantly lower or higher fair values.
Debts	The council has debts outstanding at the year-end against which a provision for bad debt has been made. However, the continuing economic climate and the effect of changes in welfare benefits could give rise to a greater level of non-payment of the council's charges. See note 20 for the bad debt provision	To mitigate the risk of increasing non-payment and subsequent bad debt additional reserves have been set aside to protect the council against this risk.

Bad debt is the extent to which an original amount of money owed to the council is impaired (no longer recoverable). The council's policy for estimating the provision required for bad debt is to firstly consider any specific debts which are regarded as being individually significant, e.g. bankruptcy of a company that owes a significant amount of money to the council. The remaining debt is then divided into the following groups:

Notes to the Accounts

- Tenants
- Council tax
- Business rates
- Other local authorities
- Sundry (trade) receivables

Each group has particular characteristics with regard to the debtor's propensity to pay the amount due. An assessment of impairment of debt for each group is then undertaken at the balance sheet date, based on historical loss experience but adjusted to reflect the current economic climate. The provision for bad debt is then estimated on this basis and the amount is reflected in the Balance Sheet carrying figure for receivables. A movement on the outstanding debt of 1-2% has been considered and deemed to not materially affect the provision.

5. Material Items of Income and Expenditure

There were no material items of income or expenditure which are not separately disclosed within the Statement of Accounts for 2016/17.

6. Events After the Balance Sheet Date

Since the Balance Sheet date of 31 March 2017 there have been no material events which would require an adjustment to the financial statements.

The accounts were authorised for issue by Ms Anisa Darr – Director of Finance and Section 151 Officer on xx xxx 2017

7. Expenditure and Funding Analysis

The Expenditure and Funding Analysis shows how the council's annual expenditure is used and funded from resources (government grants, rents, council tax and business rates) in comparison with those resources consumed or earned in accordance with generally accepted accounting practices. It also shows how this expenditure is allocated for decision making purposes between the council's delivery units. Income and expenditure accounted for under generally accepted accounting practices is presented more fully in the Comprehensive Income and Expenditure Statement.

The Expenditure and Funding Analysis shows the main adjustments to the Net Expenditure reported to the council's decision makers to arrive at the amounts in the Comprehensive Income and Expenditure Statement.

- 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.

Notes to the Accounts

For Financing and investment income and expenditure – the statutory charges for capital financing i.e. 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 receivable in the year to those receivable without conditions or for which conditions were satisfied throughout the year. The Taxation and Non Specific Grant Income and Expenditure line is credited with capital grants receivable in the year without conditions or for which conditions were satisfied in the year.

- Net Change for the Pensions Adjustments- for the removal of pension contributions and the addition of IAS 19 Employee Benefits pension related expenditure and income:

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

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

For Financing and investment income and expenditure the other differences column recognises adjustments to the General Fund for the timing differences for premiums and discounts.

The charge under Taxation and non-specific grant income and expenditure represents the difference between what is chargeable under statutory regulations for council tax and NDR that was projected to be received at the start of the year and the income recognised under 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

Expenditure and Funding Analysis	Net Expenditure Chargeable to General Fund and Housing Revenue Account Balances	Adjustments between the Funding and Accounting Basis	Net Expenditure in the Comprehensive Income and Expenditure Statement
2016/17	£'000	£'000	£'000
Adults and Communities	90,997	(88)	90,909
Central Expenses	4,861	(8,810)	(3,948)
Commissioning Group	31,313	(1,843)	29,471
Customer Support Group	28,837	5,587	34,423
Education and Skills	8,211	33,618	41,829
Family Services	57,176	175	57,351
Housing Needs and Resources	7,042	267	7,309
Local Authority Housing (HRA)	(6,876)	(26,186)	(33,062)
Parking and Infrastructure	184	(617)	(433)
Public Health	465	0	465
Regional Enterprise	8,607	(8,649)	(42)
Street Scene	32,800	1,614	34,414
Other	5,940	(1,348)	4,593
Deficit on Continuing Operations	269,557	(6,278)	263,279
Other Income and Expenditure	(254,712)	(12,409)	(267,121)
(Surplus) or Deficit on Provision of Services	14,845	(18,687)	(3,842)

	2016/17 £'000
Opening General Fund, Schools, Earmarked and HRA Balance as at 1 April	(144,999)
	14,845
Add (surplus)/deficit on the General Fund/HRA Balances	
Closing General Fund, Schools, Earmarked and HRA Balance as at 31 March	(130,154)

Balance includes Schools balances of £11.252m (£11.635m in 2015/16)

Notes to the Accounts

Expenditure and Funding Analysis	Net Expenditure Chargeable to General Fund and Housing Revenue Account Balances	Adjustments between the Funding and Accounting Basis	Net Expenditure in the Comprehensive Income and Expenditure Statement
2015/16	£'000	£'000	£'000
Adults and Communities	95,547	(1,020)	94,527
Central Expenses	6,331	(4,959)	1,372
Commissioning Group	36,590	442	37,032
Customer Support Group	24,929	2,010	26,939
Education and Skills	7,059	25,410	32,469
Family Services	50,007	2,017	52,024
Housing Needs and Resources	5,974	40	6,014
Local Authority Housing (HRA)	5,308	(57,416)	(52,108)
Parking and Infrastructure	(101)	1,749	1,648
Public Health	(445)	0	(445)
Regional Enterprise	18,987	(11,965)	7,022
Street Scene	23,062	3,184	26,246
Other	6,601	109	6,710
Deficit on Continuing Operations	279,850	(40,400)	239,450
Other Income and Expenditure	(265,800)	(6,030)	(271,830)
(Surplus) or Deficit on Provision of Services	14,049	(46,429)	(32,380)

	2016/17 £'000
Opening General Fund, Schools, Earmarked and HRA Balance as at 1 April	(159,048)
	14,049
Add (surplus)/deficit on the General Fund/HRA Balances	
Closing General Fund, Schools, Earmarked and HRA Balance as at 31 March	(144,999)

Balance includes Schools balances of £11.635m (£13.079m in 2014/15)

Notes to the Accounts

Note to the Expenditure and Funding analysis – adjustments between funding and accounting basis

	Net Expenditure Chargeable to General Fund and Housing Revenue Account Balances	Adjustments for Capital Purposes	Net change for Pension Adjustments	Other Differences	Net Expenditure in the Comprehensive Income and Expenditure Statement
	£'000	£'000	£'000	£'000	£'000
2016/17					
Adults and Communities	90,997	(123)	(38)	72	90,909
Central Expenses	4,861	(8,797)	0	(13)	(3,948)
Commissioning Group	31,313	(1,817)	(26)	0	29,471
Customer Support Group	28,837	5,587	0	0	34,423
Education and Skills	8,211	32,171	(138)	1,585	41,829
Family Services	57,176	243	(68)	0	57,351
Housing Needs and Resources	7,042	271	0	(3)	7,309
Local Authority Housing (HRA)	(6,876)	(26,186)	0	0	(33,062)
Parking and Infrastructure	184	(611)	(5)	0	(433)
Public Health	465	0	0	0	465
Regional Enterprise	8,607	(8,704)	0	55	(42)
Street Scene	32,800	1,656	(42)	0	34,414
Other	5,940	(1,341)	(7)	0	4,593
Deficit on Continuing Operations	269,557	(7,650)	(324)	1,696	263,279
Other Income and Expenditure	(254,712)	(22,426)	15,543	(5,526)	(267,121)
(Surplus) or Deficit on Provision of Services	14,845	(30,076)	15,219	(3,830)	(3,842)

Notes to the Accounts

	Net Expenditure Chargeable to General Fund and Housing Revenue Account Balances	Adjustments for Capital Purposes	Net change for Pension Adjustments	Other Differences	Net Expenditure in the Comprehensive Income and Expenditure Statement
2015/16	£'000	£'000	£'000	£'000	£'000
Adults and Communities	95,547	(1,182)	198	(36)	94,527
Central Expenses	6,331	(4,996)	0	37	1,372
Commissioning Group	36,590	330	142	(30)	37,032
Customer Support Group	24,929	2,010	0	0	26,939
Education and Skills	7,059	24,571	565	274	32,469
Family Services	50,007	1,638	379	0	52,024
Housing Needs and Resources	5,974	40	0	0	6,014
Local Authority Housing (HRA)	5,308	(57,417)	0	0	(52,108)
Parking and Infrastructure	(101)	1,724	24	0	1,648
Public Health	(445)	0	0	0	-445
Regional Enterprise	18,987	(11,958)	0	(7)	7,022
Street Scene	23,062	2,950	235	0	26,246
Other	6,601	67	42	0	6,710
Deficit on Continuing Operations	279,850	(42,222)	1,585	237	239,450
Other Income and Expenditure	(265,800)	(20,945)	14,890	25	(271,830)
(Surplus) or Deficit on Provision of Services	14,049	(63,167)	16,475	262	(32,380)

Notes to the Accounts

Expenditure and Income analysed by nature

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

Expenditure/Income	2016/17 £'000	Expenditure/Income	2015/16 £'000
Expenditure		Expenditure	
Employee benefits expenses	272,707	Employee benefits expenses	270,935
Other services expenses	751,581	Other services expenses	705,469
Depreciation, amortisation and impairment	23,197	Depreciation, amortisation and impairment	4,035
Interest payments	11,892	Interest payments	12,769
Precepts and levies	1,430	Precepts and levies	1,454
Payments to Housing Capital Receipts Pool	2,659	Payments to Housing Capital Receipts Pool	2,585
Loss on the disposal of assets	5,881	Loss on the disposal of assets	2,733
Total expenditure	1,069,347	Total expenditure	999,980
Income		Income	
Fees, charges and other service income	(243,070)	Fees, charges and other service income	(205,334)
Interest and investment income	(3,963)	Interest and investment income	(4,267)
Income from council tax, non-domestic rates, district rate income	(191,533)	Income from council tax, non-domestic rates, district rate income	(180,306)
Government grants and contributions	(634,623)	Government grants and contributions	(642,453)
Total income	(1,073,189)	Total income	(1,032,360)
Surplus or Deficit on the Provision of Services	(3,842)	Surplus or Deficit on the Provision of Services	(32,380)

Notes to the Accounts

8. Adjustments between Accounting Basis and Funding Basis under Regulations 2016/17

	General Fund Balance	Earmarked Reserves	Housing Revenue Account	Capital Receipts Reserve	Major Repairs Reserve	Capital Grants Unapplied	Total Usable Reserves	Total Unusable Reserves	Total Authority Reserves
Note	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance as at 31 March 2016	24,179	112,000	8,820	40,175	23,213	75,243	283,630	472,421	756,051
Movement in reserves during 2016/17									
(Deficit)/Surplus on provision of services	(25,885)	-	29,727	-	-	-	3,842	-	3,842
Other Comprehensive Income and Expenditure	-	-	-	-	-	-	-	(37,814)	(37,814)
Total Comprehensive Income and Expenditure	(25,885)	-	29,727	-	-	-	3,842	(37,814)	(33,972)
Adjustments involving the Capital Adjustment Account:									
Reversal of items debited or credited to the Comprehensive Income and Expenditure Statement:									
Charges for depreciation, impairment and revaluation losses	24,098	-	(2,076)	-	-	-	22,022	(22,022)	-
Movements in the market value of Investment Properties	(409)	-	-	-	-	-	(409)	409	-
Amortisation of Intangible Assets	1,173	-	-	-	-	-	1,173	(1,173)	-
Capital Grants and Contributions applied	(14,802)	-	(2,416)	-	-	-	(17,218)	17,218	-
Revenue Expenditure Funded From Capital Under Statute	25,124	-	-	-	-	-	25,124	(25,124)	-
Inclusion of items not debited or credited to the Comprehensive Income and Expenditure Statement									
Statutory provision for the financing of capital investment	(9,617)	-	-	-	-	-	(9,617)	9,617	-
Capital expenditure charged against the General Fund and HRA balances	(20,749)	-	-	-	-	-	(20,749)	20,749	-
Adjustments involving the Capital Grants Unapplied Account:									
Capital Grants and Contributions unapplied credited to CIES	(17,250)	-	-	-	-	17,250	-	-	-
Application of grants to capital financing transferred to the Capital Adjustment Account	-	-	-	-	-	(18,610)	(18,610)	18,610	-
Adjustments involving the Capital Receipts Reserve:									
Net gain/loss on the sale or de-recognition of non-current assets	5,750	-	131	18,892	-	-	24,773	(24,773)	-
Use of the Capital Receipts Reserve to finance new capital expenditure	-	-	-	(21,004)	-	-	(21,004)	21,004	-
Contribution from the Capital Receipts Reserve to finance the payments to the Government capital receipts pool	2,659	-	-	(2,659)	-	-	-	-	-
Transfer from Deferred Capital Receipts Reserve upon receipt of cash	-	-	-	84	-	-	84	(84)	-
Adjustments involving the Major Repairs Reserve (MRR):									
Transfer to the MRR from the HRA including depreciation	-	-	(21,693)	-	21,693	-	-	-	-
Use of the Major Repairs Reserve to finance new capital expenditure	-	-	-	-	(26,831)	-	(26,831)	26,831	-
Adjustments involving the Financial Instruments Adjustment Account:									
Amount by which finance costs charged to the CIES are different from finance costs chargeable in the year in accordance with statutory requirements	(2)	-	(4)	-	-	-	(6)	6	-
Adjustments involving the Pension Reserve:									
Reversal of items relating to retirement benefits debited or credited to the Comprehensive Income and Expenditure Statement	37,864	-	-	-	-	-	37,864	(37,864)	-
Employer's pension contributions and direct payments to pensioners payable in the year	(22,645)	-	-	-	-	-	(22,645)	22,645	-
Adjustments involving the Collection Fund Adjustment Account:									
Amount by which council tax and NNDR income credited to the CIES is different from council tax and NNDR income calculated for the year in accordance with statutory requirements	(5,520)	-	-	-	-	-	(5,520)	5,520	-
Adjustment involving the Accumulated Absences Account:									
Amount by which officer remuneration charged to the CIES on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	1,697	-	-	-	-	-	1,697	(1,697)	-
Adjustments between accounting basis and funding basis under regulations	7,371	-	(26,058)	(4,687)	(5,138)	(1,360)	(29,872)	29,872	-
Net Increase / (Decrease) before Transfers to Earmarked Reserves	(18,514)	-	3,669	(4,687)	(5,138)	(1,360)	(26,030)	(7,942)	(33,972)
Transfer to/(from) earmarked reserves	15,201	(15,201)	-	-	-	-	-	-	-
(Decrease) / Increase in Year	(3,313)	(15,201)	3,669	(4,687)	(5,138)	(1,360)	(26,030)	(7,942)	(33,972)
Balance as at 31 March 2017 carried forward	20,866	96,799	12,489	35,488	18,075	73,883	257,600	464,479	722,079

Notes to the Accounts

Adjustments between Accounting Basis and Funding Basis under Regulations 2015/16

	General Fund Balance	Earmarked Reserves	Housing Revenue Account	Capital Receipts Reserve	Major Repairs Reserve	Capital Grants Unapplied	Total Usable Reserves	Total Unusable Reserves	Total Authority Reserves
Note	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance as at 31 March 2015	27,951	116,155	14,942	45,602	17,930	75,532	298,112	368,173	666,285
Movement in reserves during 2015/16									
(Deficit)/Surplus on provision of services	(19,169)	-	51,549	-	-	-	32,380	-	32,380
Other Comprehensive Income and Expenditure	-	-	-	-	-	-	-	57,386	57,386
Total Comprehensive Income and Expenditure	(19,169)	-	51,549	-	-	-	32,380	57,386	89,766
Adjustments involving the Capital Adjustment Account:									
Reversal of items debited or credited to the Comprehensive Income and Expenditure Statement:									
Charges for depreciation, impairment and revaluation losses	24,099	-	(21,329)	-	-	-	2,770	(2,770)	-
Movements in the market value of Investment Properties	(6,957)	-	-	-	-	-	(6,957)	6,957	-
Amortisation of Intangible Assets	1,265	-	-	-	-	-	1,265	(1,265)	-
Capital Grants and Contributions applied	(10,591)	-	(3,368)	-	-	-	(13,959)	13,959	-
Revenue Expenditure Funded From Capital Under Statute	23,380	-	-	-	-	-	23,380	(23,380)	-
Inclusion of items not debited or credited to the Comprehensive Income and Expenditure Statement									
Statutory provision for the financing of capital investment	(5,460)	-	-	-	-	-	(5,460)	5,460	-
Capital expenditure charged against the General Fund and HRA balances	(18,728)	-	-	-	-	-	(18,728)	18,728	-
Adjustments involving the Capital Grants Unapplied Account:									
Capital Grants and Contributions unapplied credited to CIES	(17,987)	-	-	-	-	17,987	-	-	-
Application of grants to capital financing transferred to the Capital Adjustment Account	-	-	-	-	-	(18,276)	(18,276)	18,276	-
Adjustments involving the Capital Receipts Reserve:									
Net gain/loss on the sale or de-recognition of non-current assets	2,986	-	(253)	22,230	-	-	24,963	(24,963)	-
Use of the Capital Receipts Reserve to finance new capital expenditure	-	-	-	(25,137)	-	-	(25,137)	25,137	-
Contribution from the Capital Receipts Reserve to finance the payments to the Government capital receipts pool	2,585	-	-	(2,585)	-	-	-	-	-
Transfer from Deferred Capital Receipts Reserve upon receipt of cash	-	-	-	65	-	-	65	(65)	-
Adjustments involving the Major Repairs Reserve(MRR):									
Transfer to the MRR from the HRA including depreciation	(88)	-	(32,720)	-	32,808	-	-	-	-
Use of the Major Repairs Reserve to finance new capital expenditure	-	-	-	-	(27,525)	-	(27,525)	27,525	-
Adjustments involving the Financial Instruments Adjustment Account:									
Amount by which finance costs charged to the CIES are different from finance costs chargeable in the year in accordance with statutory requirements	(1)	-	(1)	-	-	-	(2)	2	-
Adjustments involving the Pension Reserve:									
Reversal of items relating to retirement benefits debited or credited to the Comprehensive Income and Expenditure Statement	38,679	-	-	-	-	-	38,679	(38,679)	-
Employer's pension contributions and direct payments to pensioners payable in the year	(22,204)	-	-	-	-	-	(22,204)	22,204	-
Adjustments involving the Collection Fund Adjustment Account:									
Amount by which council tax and NNDR income credited to the CIES is different from council tax and NNDR income calculated for the year in accordance with statutory requirements	27	-	-	-	-	-	27	(27)	-
Adjustment involving the Accumulated Absences Account:									
Amount by which officer remuneration charged to the CIES on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	237	-	-	-	-	-	237	(237)	-
Adjustments between accounting basis and funding basis under regulations	11,242	-	(57,671)	(5,427)	5,283	(289)	(46,862)	46,862	-
Net Increase / (Decrease) before Transfers to Earmarked Reserves	(7,927)	-	(6,122)	(5,427)	5,283	(289)	(14,482)	104,248	89,766
Transfer to/(from) earmarked reserves	4,155	(4,155)	-	-	-	-	-	-	-
(Decrease) /Increase in Year	(3,772)	(4,155)	(6,122)	(5,427)	5,283	(289)	(14,482)	104,248	89,766
Balance as at 31 March 2016 carried forward	24,179	112,000	8,820	40,175	23,213	75,243	283,630	472,421	756,051

Notes to the Accounts

9. Transfers to / from Earmarked Reserves

Earmarked reserves are amounts of money set aside to cover expenditure in future years on specified projects or major initiatives that would not be able to proceed unless money had previously been set aside.

The movement on the council's earmarked reserves during the year is shown below:

	Reserve b/fwd at 31 March 2015 £'000	In year Expenditure £'000	New Reserves Raised £'000	Reserve c/fwd at 31 March 2016 £'000	In year Expenditure £'000	Reserve transfers £'000	New Reserves Raised £'000	Reserve c/fwd at 31 March 2017 £'000
Central - Capital Financing (i)	4,048	(2,119)	1,261	3,190	(1,616)	-	-	1,574
Central - Infrastructure (ii)	34,539	(16,923)	17,842	35,458	(19,463)	-	20,578	36,573
Central - Risk (vii)	12,268	(2,936)	-	9,332	(6,212)	(3,120)	-	-
Central - Balancing the MTFs (iii)	-	-	-	-	(157)	15,582	-	15,425
Central - Service Development (iv)	7,944	(11,144)	13,782	10,582	(10,154)	(1,483)	7,363	6,308
Central - Transformation (v)	15,080	(6,727)	4,300	12,653	(6,280)	381	-	6,754
Service - Other (vi)	40,340	(15,122)	13,653	38,871	(6,256)	(11,360)	7,073	28,328
Sub Total General Fund	114,219	(54,971)	50,838	110,086	(50,138)	-	35,014	94,962
Special Parking Account (SPA)	1,936	(22)	-	1,914	(1,986)	-	1,909	1,837
Total Earmarked Reserves	116,155	(54,993)	50,838	112,000	(52,124)	-	36,923	96,799

- i) Capital financing - receipts not yet applied to capital expenditure to enable the effective management of the medium term financial strategy
- ii) Infrastructure - the new homes bonus and CIL is set aside in this reserve to fund the cost of infrastructure in Barnet
- iii) Balancing the MTFs – to fund future pressures
- iv) Service development - to fund new commissions and service transformation proposals
- v) Transformation – to fund the transformation programme to change, protect and improve council services
- vi) Other - Including: Dedicated Schools Grant (DSG) – balances in respect of delegated schools budgets (£4.225m). Changes in Benefit subsidy – to cover anticipated costs in respect of Department for Work and Pensions enforced changes to benefits administration (£1.900m), Street lighting scheme – improvements to management (£4.495m) - £2.358m Public Health to cover Adult social care.
- vii) Risk – to manage litigation and other corporate risks not otherwise recognised.

10. Other Operating Expenditure

	2016/17 £'000	2015/16 £'000
Precepts and levies	1,430	1,454
Contribution to government housing pool	2,659	2,585
(Gain) / loss on disposal *	5,881	2,733
Total	9,970	6,772

* £5.656m relates to one school that has transferred to academy status in 2016/17 (in 2015/16 two schools transferred £5.280m)

Notes to the Accounts

11. Financing and Investment Income and Expenditure

	2016/17 £'000	2015/16 £'000
Interest and investment income	(3,963)	(4,267)
Net Interest on the Net Defined Benefit Liability	15,543	14,891
Interest payable and similar charges	11,892	12,769
Movement in Investment property valuation	(408)	(8,235)
Trading operations	(259)	1,061
	22,805	16,219

12. Taxation and Non-Specific Grant Income

	2016/17 £'000	2015/16* £'000
Demand on Collection Fund	(191,533)	(180,306)
Revenue support grant	(36,849)	(50,240)
Business Rates Top-up	(19,249)	(20,390)
Non-specific grants	(21,708)	(24,579)
Capital grants unapplied	(15,558)	(8,903)
Capital grants applied	(14,999)	(10,403)
Total	(299,896)	(294,821)

* re-stated

13. Movement in Property, Plant and Equipment, Heritage Assets, Investment Properties, Intangible Assets and Assets Held for Sale

The Principal Valuation Manager, Judith Ellis MRICS, values the council's freehold property portfolio in accordance with the statements of asset valuation practice and the guidance notes of the Royal Institute of Chartered Surveyors (RICS). The valuation basis for each of the asset categories included in the council's Balance Sheet is detailed in the accounting policies.

The valuation date for council dwellings was 31 March 2017. Where applicable the valuation date for all other assets due for re-valuation in the year was 1 April 2016. This date was used as directed by the valuer, to allow sufficient time to collect and assess valuation information.

Council dwellings, schools, libraries, shops and the ten highest value assets are valued annually. The remaining assets in other land and buildings and Investment properties are valued on a five year cycle. The assets valued annually represent 90% of the assets that can be valued.

Consideration has been given by the Principal Valuation Manager as to whether there have been any significant changes in the market, statutory or regulatory environments during the accounting period which could have affected the above valuations with the conclusion that there has not been any such change.

At 31 March 2017, the council had entered into a number of contracts for the construction or enhancement of Property, Plant and Equipment in 2017/18 and future years, budgeted to cost £55.625m (£32.917m in 2016/17).

All surplus assets are valued using level 2 observable inputs. In estimating the fair value of the authority's Surplus assets, the highest and best use of the properties has been applied. There has been no change in the valuation techniques used during the year for surplus assets.

Notes to the Accounts

Property, Plant and Equipment, Heritage Assets, Investment Properties, Intangible Assets and Assets Held for Sale 2016/17

	Property, Plant and Equipment (PPE)								Total PPE £'000	Heritage Assets £'000	Investment Properties £'000	Intangible Assets £'000	Assets Held for Sale £'000	Total Assets £'000
	Council Dwellings	Other Land and Buildings	Schools	Vehicles Plant and Equipment	Infrastructure	Community Assets	Surplus Assets	Assets under Construction						
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000						
Cost or Valuation of Assets at 31 March 2016	685,946	160,221	238,070	61,195	194,271	340	24,915	26,061	1,391,019	1,567	117,126	13,220	-	1,522,932
Reclassifications	330	(3,472)	(149)	-	-	-	730	-	(2,561)	-	2,561	-	-	-
Additions from Assets under Construction	34,061	8,880	8,646	1,577	19,090	-	-	(83,948)	(11,694)	-	11,694	-	-	-
Additions	-	-	-	-	443	-	-	112,187	112,630	-	-	-	-	112,630
Revaluation increases recognised in the Revaluation Reserve	1,284	9,431	3,059	-	-	-	4,880	-	18,654	-	-	-	-	18,654
Revaluation decreases recognised in the Revaluation Reserve	(224)	(5,367)	(15,092)	-	-	-	-	-	(20,683)	-	-	-	-	(20,683)
Revaluation increases recognised in the Surplus/Deficit on the Provision of Service	4,014	2,633	3,316	-	-	15	4,173	-	14,151	-	9,214	-	-	23,365
Revaluation decreases recognised in the Surplus/Deficit on the Provision of Services	-	(8,597)	(4,732)	-	-	-	-	-	(13,329)	-	(10,013)	-	-	(23,342)
Derecognition - Disposals	(11,845)	-	(6,275)	-	-	-	-	-	(18,120)	-	(7,166)	-	-	(25,286)
Derecognition - Other	-	(1,424)	-	(6,356)	(61,047)	-	-	-	(68,827)	-	-	-	-	(68,827)
Gross Value of Assets at 31 March 2017	713,566	162,305	226,843	56,416	152,757	355	34,698	54,300	1,401,240	1,567	123,416	13,220	-	1,539,443
Accumulated Depreciation at 31 March 2016	-	(14,154)	(8,212)	(43,107)	(99,700)	-	(113)	-	(165,286)	-	(2)	(6,570)	-	(171,858)
Reclassifications	(28)	1,534	-	-	-	-	(256)	-	1,250	-	(1,250)	-	-	-
Write back of depreciation on revaluation recognised in the Surplus/Deficit on the Provision of Services	21,643	406	1,069	-	-	-	-	-	23,118	-	1,207	-	-	24,325
Write back of depreciation on revaluation recognised in the Revaluation Reserve	447	4,904	6,849	-	-	-	300	-	12,500	-	-	-	-	12,500
Derecognition - Disposals	-	-	513	-	-	-	-	-	513	-	-	-	-	513
Derecognition - Other	-	1,424	-	6,356	61,047	-	-	-	68,827	-	-	-	-	68,827
Depreciation charge	(22,062)	(4,665)	(7,987)	(2,973)	(7,521)	-	(16)	-	(45,224)	-	-	(1,173)	-	(46,397)
Accumulated Depreciation 31 March 2017	-	(10,551)	(7,768)	(39,724)	(46,174)	-	(85)	-	(104,302)	-	(45)	(7,743)	-	(112,090)
Net book value of Assets at 31 March 2016	685,946	146,067	229,858	18,088	94,571	340	24,802	26,061	1,225,733	1,567	117,124	6,650	-	1,351,074
Net book value of Assets at 31 March 2017	713,566	151,754	219,075	16,692	106,583	355	34,613	54,300	1,296,938	1,567	123,371	5,477	-	1,427,353

Notes to the Accounts

Property, Plant and Equipment, Heritage Assets, Investment Properties, Intangible Assets and Assets Held for Sale 2015/16

	Property, Plant and Equipment (PPE)								Total PPE £'000	Heritage Assets £'000	Investment Properties £'000	Intangible Assets £'000	Assets Held for Sale £'000	Total Assets £'000
	Council Dwellings	Other Land and Buildings	Schools	Vehicles Plant and Equipment	Infrastructure	Community Assets	Surplus Assets	Assets under Construction						
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000						
Cost or Valuation of Assets at 31 March 2015	659,097	142,124	227,335	58,991	168,045	316	18,320	15,362	1,289,590	1,084	101,266	13,825	350	1,406,115
Reclassifications	1,170	48	(1,890)	-	-	39	665	-	32	-	(32)	-	-	-
Additions from Assets under Construction	33,384	15,502	4,981	2,204	25,929	-	-	(98,244)	(16,244)	-	15,527	717	-	-
Additions	-	-	-	-	430	-	-	108,943	109,373	-	-	-	-	109,373
Revaluation increases recognised in the Revaluation Reserve	1,219	5,208	10,122	-	-	-	5,930	-	22,479	577	-	-	-	23,056
Revaluation decreases recognised in the Revaluation Reserve	-	(2,276)	(801)	-	-	(5)	-	-	(3,082)	(3)	-	-	-	(3,085)
Revaluation increases recognised in the Surplus/Deficit on the Provision of Service	2,559	2,411	4,004	-	-	-	-	-	8,974	12	9,244	-	-	18,230
Revaluation decreases recognised in the Surplus/Deficit on the Provision of Services	-	(2,701)	-	-	-	(10)	-	-	(2,711)	(103)	(1,028)	-	-	(3,842)
Derecognition - Disposals	(11,483)	(72)	(5,681)	-	-	-	-	-	(17,236)	-	(7,851)	-	(350)	(25,437)
Derecognition - Other	-	(23)	-	-	(133)	-	-	-	(156)	-	-	(1,322)	-	(1,478)
Gross Value of Assets at 31 March 2016	685,946	160,221	238,070	61,195	194,271	340	24,915	26,061	1,391,019	1,567	117,126	13,220	-	1,522,932
Accumulated Depreciation at 31 March 2015	(19,003)	(15,654)	(7,368)	(39,694)	(88,593)	-	(85)	-	(170,397)	(4)	(2)	(6,625)	-	(177,028)
Reclassifications	(16)	(51)	93	-	-	(7)	-	-	19	-	(19)	-	-	-
Write back of depreciation on revaluation recognised in the Surplus/Deficit on the Provision of Services	40,303	-	-	-	-	-	-	-	40,303	-	19	-	-	40,322
Write back of depreciation on revaluation recognised in the Revaluation Reserve	193	6,743	6,877	-	-	7	-	-	13,820	4	-	-	-	13,824
Derecognition - Disposals	-	6	466	-	-	-	-	-	472	-	-	-	-	472
Derecognition - Other	-	23	-	-	133	-	-	-	156	-	-	1,322	-	1,478
Depreciation charge	(21,477)	(5,221)	(8,280)	(3,413)	(11,240)	-	(28)	-	(49,659)	-	-	(1,267)	-	(50,926)
Accumulated Depreciation 31 March 2016	-	(14,154)	(8,212)	(43,107)	(99,700)	-	(113)	-	(165,286)	-	(2)	(6,570)	-	(171,858)
Net book value of Assets at 31 March 2015	640,094	126,470	219,967	19,297	79,452	316	18,235	15,362	1,119,193	1,080	101,264	7,200	350	1,229,087
Net book value of Assets at 31 March 2016	685,946	146,067	229,858	18,088	94,571	340	24,802	26,061	1,225,733	1,567	117,124	6,650	-	1,351,074

Notes to the Accounts

14. Heritage Assets

The council's heritage assets are held in support of the primary objective of increasing the knowledge, understanding and appreciation of the council's history and local area.

Movement on heritage asset balances are detailed in Note 13 (Property, Plant and Equipment, Investment Properties, Intangible Assets and Assets Held for Sale).

15. Investment Properties

The following items of income and expense have been accounted for in the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement:

Investment Properties	2016/17 £'000	2015/16 £'000
Rental income from investment property	(3,315)	(2,746)
Direct operating expenses arising from investment property	-	-
Net gain	(3,315)	(2,746)

Movements in the fair value of investment properties are detailed in Note 13 (Movement in Property, Plant and Equipment, Investment Properties, Intangible Assets and Assets Held for Sale).

Gains or losses arising from changes in the fair value of the investment property are recognised in Surplus or Deficit on the Provision of Services – Financing and Investment Income and Expenditure line.

All investment properties are valued using level 2 observable inputs

Highest and Best Use of Investment Properties

The highest and best use of the properties is used in estimating the fair value of the authority's investment properties.

Valuation Techniques

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

16. Intangible Assets

The Council accounts for its software as intangible assets, unless the software is an integral part of a particular IT system in which case it is accounted for as part of the hardware item of Property, Plant and Equipment. None of the intangible assets have been internally generated. Movements on Intangible Asset balances are detailed in Note 13 (Property, Plant and Equipment, Investment Properties, Intangible Assets and Assets Held for Sale)

17. Financial Instruments

A financial instrument is a contract which gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity, Non exchange transactions such as those related to taxes and government grants do not give rise to a financial instrument.

Notes to the Accounts

Financial Instruments - Gains and Losses

The gains and losses recognised in the Comprehensive Income and Expenditure Statement in relation to financial instruments consists of the following items:

2016/17

	Financial Liabilities	Financial Assets	Financial Assets	
	Liabilities measured at amortised cost	Loans and receivables	Available for sale assets	Total
	£'000	£'000	£'000	£'000
Interest payable and similar charges	(11,892)	-	-	(11,892)
Interest income	-	636	256	892
Net (loss)/gain for the year	(11,892)	636	256	(11,000)

2015/16

	Financial Liabilities	Financial Assets	Financial Assets	
	Liabilities measured at amortised cost	Loans and receivables	Available for sale assets	Total
	£'000	£'000	£'000	£'000
Interest payable and similar charges	(11,747)	-	-	(11,747)
Interest income	-	1,331	204	1,535
Net (loss)/gain for the year	(11,747)	1,331	204	(10,212)

Financial Instruments - Balances

The financial assets and liabilities disclosed in the Balance Sheet are analysed across the following categories:

	Long Term 31 March 2017 £'000	Long Term 31 March 2016 £'000	Current 31 March 2017 £'000	Current 31 March 2016 £'000
Borrowing	304,699	304,704	1,434	1,433
PFI/Finance Lease Liabilities	15,974	16,401	428	378
Trade Creditors	-	-	72,670	62,333
Total Financial Liabilities at amortised cost	320,673	321,105	74,532	64,144
Loans	1,212	830	-	-
Investments	5,011	12,973	52,167	126,418
Cash and Cash Equivalents	-	-	24,915	25,900
Trade Debtors	-	-	76,686	95,852
Total Financial Assets - Loans and Receivables	6,223	13,803	153,768	248,170
Cash and cash equivalent	-	-	13,700	-
Short term investments	-	-	10,000	21,312
Total Financial Assets available for sale	-	-	23,700	21,312

The following table reflects the composition of investments and debt recorded on the Balance Sheet:

Notes to the Accounts

	Long Term 31 March 2017 £'000	Long Term 31 March 2016 £'000	Current 31 March 2017 £'000	Current 31 March 2016 £'000
Borrowing:				
Nominal Amount	304,080	304,080	-	-
Accrued Interest	-	-	1,434	1,433
Unamortised Discounts/(Premiums) on Modified Loan(s)	619	624	-	-
Total Borrowings as per Balance Sheet	304,699	304,704	1,434	1,433
Investments and cash and cash equivalents:				
Nominal Amount	5,011	12,952	86,915	161,600
Accrued Interest	-	21	167	641
Total Investments and cash and cash equivalents as per Balance Sheet	5,011	12,973	87,082	162,241

The portion of long-term liabilities and investments due to be settled within 12 months of the Balance Sheet date is presented in the Balance Sheet under 'current liabilities' or 'current assets'. This includes accrued interest on long term liabilities and investments that are payable/receivable in 2017/18.

Financial Instruments - Fair Values

For each class of financial asset and financial liability, a council is required to disclose the fair value of that class of asset and liability in such a way that a comparison with the carrying amount is possible.

The council's long term loans are carried in the Balance Sheet at amortised cost. Investments consist of loans and receivables which are carried on the Balance Sheet at amortised cost and available for sale which are held at their value.

The portion of debt and investments due to be settled within 12 months of the Balance Sheet date are presented in the Balance Sheet under short term liabilities or short term investments. This also includes accrued interest for long term investments and borrowings, as well as accrued interest for cash and cash equivalents.

The Code requires the fair values of these assets and liabilities to be disclosed for comparison purposes.

The fair value of an instrument 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 Code sets out the fair value valuation hierarchy that should be followed to increase consistency and comparability in fair value measurements and related disclosures.

The valuation basis adopted in this report uses Level 2 inputs – i.e. inputs other than quoted prices that are observable for the financial asset/liability. These have been independently measured and provided by the council's treasury advisor Capita Asset Services. There has been no change in the valuation method used during the year for Financial Instruments.

Notes to the Accounts

The following valuation basis has been used:

- Valuation of fixed term deposits (maturity investments): The valuation is made by comparing the fixed term investment with a comparable investment with the same/similar lender for the remaining period of the deposit.
- Valuation of loans receivable: For loans receivable prevailing benchmark market rates have been used to provide the fair value.
- Valuation of PWLB loans: For loans from the PWLB, fair value estimates using both redemption and new borrowing (certainty rate) discount rates have been used. As the Debt Management Office provides a transparent approach to allow the exit cost of PWLB loans to be calculated this can be used for disclosure purposes.
- Valuation of non-PWLB loans payable: For non-PWLB loans, fair value estimates using both PWLB redemption and new loan discount rates have been used.

Inclusion of accrued interest

The purpose of the fair value disclosure is primarily to provide a comparison with the carrying value in the Balance Sheet. Since this will include accrued interest as at the Balance Sheet date, accrued interest is included in the fair value calculation.

Discount rates used in NPV calculation

The rates quoted in this valuation were obtained by Capita Asset Services from the market on 31 March 2017, using bid prices where applicable.

The fair value of a financial instrument on initial recognition is generally the transaction price. The council's debt outstanding at 31 March 2016 and 31 March 2017 consisted of loans from PWLB and market loans. The PWLB has provided the council with fair value amounts in relation to its debt portfolio. The PWLB has assessed the fair values by calculating the amounts the council would have had to pay to extinguish the loans on these dates. In the case of market loans, the council's treasury advisor has calculated the fair value based on equivalent swap rates at the Balance Sheet date.

The council's investment portfolio at the Balance Sheet date consisted almost entirely of term deposits with banks and building societies, call/notice account deposits and Money Market Fund (MMF) investments. In the case of short term instruments and deferred liabilities (PFI, finance leases, etc) the Council deems the carrying amount to be a reasonable approximation of the fair value.

Financial instruments	Carrying Amount (Long term & current)	Fair Value	Carrying Amount (Long term & current)	Fair Value
	31 March 2017	31 March 2017	31 March 2016	31 March 2016
	£'000	£'000	£'000	£'000
Financial Liabilities:				
Borrowing	306,133	388,263	306,137	352,670
PFI/Finance Lease Liabilities	16,401	16,401	16,780	16,780
Trade Creditors	72,670	72,670	62,333	62,333
Total Financial Liabilities	395,204	477,334	385,250	431,783
Financial Assets:				
Long term debtors	1,212	1,212	830	830
Long Term Investments	5,011	5,011	12,973	12,973
Cash and cash equivalents	38,615	38,615	35,823	35,823
Short Term Investments	62,167	62,167	126,418	126,418
Trade Debtors	76,686	76,686	95,852	95,852
Total Financial Assets	183,691	183,691	271,896	271,896

Notes to the Accounts

The fair value for financial assets and financial liabilities in the table above is measured as Level 2 inputs (other significant observable inputs).

Financial Liabilities

The fair value of long term liabilities is higher than the carrying amount because the Council's portfolio of loans includes a number of loans where the interest rate payable is higher than the current rates available for similar loans as at the Balance Sheet date.

18. Inventories

As at the 31 March 2017, the council held inventories totalling £0.314m (£0.608m as at 31 March 2016). There has been no material change in year in respect of the nature of the inventories held.

19. Construction Contracts

At 31 March 2017 the council had no construction contracts in progress.

20. Debtors

	31 March 2017 £'000	31 March 2017 £'000
Central Government Bodies	27,178	16,738
Other Local Authorities	15,732	1,421
Public Corporations and Trading Funds	666	726
NHS bodies	8,401	3,888
Other Bodies	88,139	95,852
Payments in Advance (other bodies)	70,188	39,202
	210,306	157,827
Less: provision for bad and doubtful debts	(32,256)	(33,873)
Net Total	178,050	123,954

21. Assets Held for Sale

Movements in the assets held for sale are detailed in Note 13 (Property, Plant and Equipment, Investment Properties, Intangible Assets and Assets Held for Sale).

22. Cash and Cash Equivalents

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

	31 March 2017 £'000	31 March 2016 £'000
Cash	20,415	11,389
Short term deposits	18,200	35,823
Total	38,615	47,212

Notes to the Accounts

23. Creditors

	2016/17 £'000	2015/16 £'000
Central Government Bodies	26,376	12,041
Other Local Authorities	14,342	10,555
Public Corporations and Trading Funds	5,624	5,970
NHS bodies	237	1,297
Other Bodies	62,893	62,333
Receipts in Advance (other bodies)	11,753	10,250
Total	121,225	102,446

24. Provisions

Provisions are included as expenditure within the Deficit/Surplus on Continuing Operations within the Comprehensive Income and Expenditure Statement and are split between current and long term on the Balance Sheet.

and long term on the Balance Sheet.

	Note	As at 1 April 2015 £'000	In year related payments £'000	Written back in year £'000	New provisions raised £'000	As at 1 April 2016 £'000	In year related payments £'000	Written back in year £'000	New provisions raised £'000	As at 31 March 2017 £'000
Grants to Voluntary Sector		83	(102)	-	19	-	-	-	-	-
Housing & Property		256	(256)	-	117	117	(117)	-	-	-
Insurance	i)	8,850	-	-	-	8,850	-	-	-	8,850
Legal	ii)	849	(744)	-	136	241	(75)	(50)	70	186
Service Related Provision	iii)	766	(540)	-	261	487	(249)	-	2,243	2,481
Redundancy Costs		-	-	-	120	120	(24)	-	-	96
Business Rates Appeals	iv)	2,640	-	-	442	3,082	-	(527)	502	3,057
Total		13,444	(1,642)	-	1,095	12,897	(465)	(577)	2,815	14,670
					Short Term	6,340		Short Term		7,920
					Long term	6,557		Long term		6,750

- i) Insurance - Provision is for liabilities that have occurred but where the timing of the payment is dependent upon the claim settlement process. The provision reflects 100% of the council's ultimate projected liabilities.
- ii) Legal - This provision is to cover the potential liability of an on-going legal case.
- iii) Service Provision – The majority of items relate to residential care ordinary residents cases.
- iv) Business Rates Appeals - Provision is to cover the council's share of the settlement of previous and potential appeals by rate payers.

Insurance Provision

- The Insurance provision covers all historic legal liability claims including personal accident, risk to employees whilst carrying out their duties, public and other liability claims, the losses from the inability of contractors to fulfill obligations, fire and all other past claims under the policy excess which have not been settled to date. The adequacy of the provision has been reviewed in March 2017 by an independent advisor.

Notes to the Accounts

- The Council's insurance provision is based on an assessment as at 31st March 2017 of the potential financial impact of outstanding insurance claims, by independent actuaries, HJC Actuarial Consulting Limited; in line with national actuarial guidelines.
- The council's insurance provision includes £0.859m (£0.704m for 2015/16) in relation to Municipal Mutual Insurance. In January 1994, the council's then insurer, Municipal Mutual Insurance (MMI), made a Scheme of Arrangement with its creditors. Under the Scheme, claims are initially paid out in full, but if the eventual wind up of the company results in insufficient assets to meet liabilities, a clawback clause will be triggered, which could affect claims already paid. As at September 2016, the council's qualifying gross claims paid under the scheme are £1.28m, with £289k of claims outstanding. The council has been advised by the actuary that an ultimate levy of 75% would be a fair assumption at this time. Accordingly for the council's MMI exposure; a provision of 50% has been made (75% as directed by the actuary less 25% levy already paid) plus 75% of outstanding claims.

Business Rate appeals

- The total business rates appeals provision is based on the success rate of settled appeals and withdrawn appeals for income generated up to the 31 March 2017. The provision in the table above is the council's share of the total appeals provision.

25. Usable Reserves

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

Notes to the Accounts

26. Unusable Reserves

Movements in the council's unusable reserves are detailed below:

	Revaluation Reserve	Capital Adjustment Account	Financial Instruments Adjustment Account	Collection Fund Adjustment Account	Pension Reserve	Accumulating Absences Adjustment Account	Deferred Capital Receipts	Total Unusable Reserves	Total Authority Reserves
Note	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance as at 31 March 2016	160,775	779,202	(544)	6,892	(469,137)	(4,813)	46	472,421	756,051
Movement in reserves during 2016/17									
Surplus on provision of services	-	-	-	-	-	-	-	-	3,842
Other Comprehensive Income	10,471	-	-	-	(48,285)	-	-	(37,814)	(37,814)
Total Comprehensive Income and Expenditure	10,471	-	-	-	(48,285)	-	-	(37,814)	(33,972)
Adjustments involving the Capital Adjustment Account:									
Reversal of items debited or credited to the comprehensive Income and Expenditure Statement:									
Charges for depreciation, impairment and revaluation losses	(4,859)	(17,163)	-	-	-	-	-	(22,022)	-
Movements in the Market value of Investment Properties	-	409	-	-	-	-	-	409	-
Amortisation of Intangible assets	-	(1,173)	-	-	-	-	-	(1,173)	-
Capital Grants and contributions applied	-	17,218	-	-	-	-	-	17,218	-
Revenue Expenditure Funded From Capital Under Statute	-	(25,124)	-	-	-	-	-	(25,124)	-
Inclusion of items not debited or credited to the Comprehensive Income and Expenditure Statement									
Statutory provision for the financing of capital investment	-	9,617	-	-	-	-	-	9,617	-
Capital expenditure charged against the General Fund and HRA balances	-	20,749	-	-	-	-	-	20,749	-
Adjustments involving the Capital Grants Unapplied Account:									
Application of grants to capital financing transferred to the Capital Adjustment Account	-	18,610	-	-	-	-	-	18,610	-
Adjustments involving the Capital Receipts Reserve:									
Net gain/loss on the sale or de-recognition of non-current assets	(3,874)	(20,899)	-	-	-	-	-	(24,773)	-
Use of the Capital Receipts Reserve to finance new capital expenditure	-	21,004	-	-	-	-	-	21,004	-
Transfer from Deferred Capital Receipts Reserve upon receipt of cash	-	(430)	-	-	-	-	346	(84)	-
Adjustments involving the Major Repairs Reserve:									
Use of the Major Repairs reserve to finance new capital expenditure	-	26,831	-	-	-	-	-	26,831	-
Adjustments involving the Financial Instruments Adjustment Account:									
Amount by which finance costs charged to the CIES are different from finance costs chargeable in the year in accordance with statutory requirements	-	-	6	-	-	-	-	6	-
Adjustments involving the Pension Reserve:									
Reversal of items relating to retirement benefits debited or credited to the comprehensive Income and Expenditure Statement	-	-	-	-	(37,864)	-	-	(37,864)	-
Employer's pensions contributions and direct payments to pensioners payable in the year	-	-	-	-	22,645	-	-	22,645	-
Adjustments involving the Collection Fund Adjustment Account:									
Amount by which council tax and NNDR income credited to the CIES is different from council tax and NNDR income calculated for the year in accordance with statutory requirements	-	-	-	5,520	-	-	-	5,520	-
Adjustment involving the Accumulated Absences Account:									
Amount by which officer remuneration charged to the CIES on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	-	-	-	-	-	(1,697)	-	(1,697)	-
Adjustments between accounting basis and funding basis under regulations	(8,733)	49,649	6	5,520	(15,219)	(1,697)	346	29,872	-
Increase / (Decrease) in Year	1,738	49,649	6	5,520	(63,504)	(1,697)	346	(7,942)	(33,972)
Balance as at 31 March 2017	162,513	828,851	(538)	12,412	(532,641)	(6,510)	392	464,479	722,079

Notes to the Accounts

	Revaluation Reserve	Capital Adjustment Account	Financial Instruments Adjustment Account	Collection Fund Adjustment Account	Pension Reserve	Accumulating Absences Adjustment Account	Deferred Capital Receipts	Total Unusable Reserves	Total Authority Reserves
Note	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance as at 31 March 2015	134,414	708,105	(546)	6,919	(476,254)	(4,576)	111	368,173	666,285
Movement in reserves during 2015/16									
Surplus on provision of services	-	-	-	-	-	-	-	-	32,380
Other Comprehensive Income and Expenditure	33,794	-	-	-	23,592	-	-	57,386	57,386
Total Comprehensive Income and Expenditure	33,794	-	-	-	23,592	-	-	57,386	89,766
Adjustments involving the Capital Adjustment Account:									
Reversal of items debited or credited to the comprehensive Income and Expenditure Statement:									
Charges for depreciation, impairment and revaluation losses	(5,487)	2,717	-	-	-	-	-	(2,770)	-
Movements in the Market value of Investment Properties	-	6,957	-	-	-	-	-	6,957	-
Amortisation of Intangible assets	-	(1,265)	-	-	-	-	-	(1,265)	-
Capital Grants and contributions applied	-	13,959	-	-	-	-	-	13,959	-
Revenue Expenditure Funded From Capital Under Statute	-	(23,380)	-	-	-	-	-	(23,380)	-
Inclusion of items not debited or credited to the Comprehensive Income and Expenditure Statement									
Statutory provision for the financing of capital investment	-	5,460	-	-	-	-	-	5,460	-
Capital expenditure charged against the General Fund and HRA balances	-	18,728	-	-	-	-	-	18,728	-
Adjustments involving the Capital Grants Unapplied Account:									
Application of grants to capital financing transferred to the Capital Adjustment Account	-	18,276	-	-	-	-	-	18,276	-
Adjustments involving the Capital Receipts Reserve:									
Net gain/loss on the sale or de-recognition of non-current assets	(1,946)	(23,017)	-	-	-	-	-	(24,963)	-
Use of the Capital Receipts Reserve to finance new capital expenditure	-	25,137	-	-	-	-	-	25,137	-
Transfer from Deferred Capital Receipts Reserve upon receipt of cash	-	-	-	-	-	-	(65)	(65)	-
Adjustments involving the Major Repairs Reserve:									
Use of the Major Repairs reserve to finance new capital expenditure	-	27,525	-	-	-	-	-	27,525	-
Adjustments involving the Financial Instruments Adjustment Account:									
Amount by which finance costs charged to the CIES are different from finance costs chargeable in the year in accordance with statutory requirements	-	-	2	-	-	-	-	2	-
Adjustments involving the Pension Reserve:									
Reversal of items relating to retirement benefits debited or credited to the comprehensive Income and Expenditure Statement	-	-	-	-	(38,679)	-	-	(38,679)	-
Employer's pensions contributions and direct payments to pensioners payable in the year	-	-	-	-	22,204	-	-	22,204	-
Adjustments involving the Collection Fund Adjustment Account:									
Amount by which council tax and NNDR income credited to the CIES is different from council tax and NNDR income calculated for the year in accordance with statutory requirements	-	-	-	(27)	-	-	-	(27)	-
Adjustment involving the Accumulated Absences Account:									
Amount by which officer remuneration charged to the CIES on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	-	-	-	-	-	(237)	-	(237)	-
Adjustments between accounting basis and funding basis under regulations	(7,433)	71,097	2	(27)	(16,475)	(237)	(65)	46,862	-
Increase / (Decrease) in Year	26,361	71,097	2	(27)	7,117	(237)	(65)	104,248	89,766
Balance as at 31 March 2016	160,775	779,202	(544)	6,892	(469,137)	(4,813)	46	472,421	756,051

Notes to the Accounts

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 Heritage Assets. The balance is reduced when assets with accumulated gains are:

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

The reserve 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.

Capital Adjustment Account

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

The account contains accumulated gains and losses on Investment Properties and gains recognised on donated assets that have yet to be consumed by the council. The account also contains revaluation gains accumulated on Property, Plant and Equipment before 1 April 2007, the date that the revaluation reserve was created to hold such gains. Note 8 provides details of the source of all the transactions posted to the accounts, apart from those involving the Revaluation Reserve.

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 the Comprehensive Income and Expenditure Statement. This will include the benefits 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. The debit balance on the Pensions Reserve 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

27. Operating Activities

Net Cash Flows from Operating Activities	2016/17		2015/16	
	£'000	£'000	£'000	£'000
Net Surplus on the Provision of Services		3,842		32,380
Adjust net Surplus on the Provision of Services for non-cash movements				
Depreciation	45,224		52,816	
Impairment and downward valuations	(24,348)		(49,502)	
Amortisation	1,173		1,265	
Increase in Creditors	23,929		7,084	
Increase in Debtors	(54,072)		(28,739)	
Decrease in Inventories	294		4	
Increase in Pension Liability	15,043		16,097	
Carrying amount of non-current assets and non-current assets held for sale, sold or derecognised	24,773		23,016	
Other non-cash items charged to the net Surplus on the Provision of Services	2,204		(7,504)	
		34,220		14,537
Adjust for items included in the net Surplus on the Provision of Services that are investing or financing activities				
Proceeds from short-term and long-term investments	358		-	
Proceeds from the sale of property, plant and equipment, investment property and intangible assets	(19,323)		(22,230)	
Any other item of which the cash effects are investing or financing cashflow *	(34,839)		(31,946)	
		(53,804)		(54,176)
Net Cash Flows from Operating Activities		(15,742)		(7,259)

* capital grants

Operating activities within the cash flow statement include the following cash flows relating to interest	2016/17		2015/16*	
	£'000	£'000	£'000	£'000
Ordinary interest received	552		1,364	
Interest charge for year	(11,892)		(12,769)	
Net Interest		(11,340)		(11,405)

*re-stated

Notes to the Accounts

28. Investing Activities

Cash Flows from Investing Activities	2016/17		2015/16	
	£'000	£'000	£'000	£'000
Property, Plant and Equipment purchased	(117,603)		(103,681)	
Purchase of investments	(57,147)		(126,405)	
Other payments for Investing Activities	(466)		(71)	
Proceeds from the sale of Property Plant and Equipment, Investment Property and Intangible Assets	19,375		22,296	
Proceeds from investments	129,002		128,116	
Other Receipts from Investing Activities *	34,843		31,946	
Total Cash Flows from Investing Activities		8,004		(47,799)

29. Financing Activities

Cash Flows from Financing Activities	2016/17		2015/16	
	£'000	£'000	£'000	£'000
Cash payments for the reduction of outstanding liabilities relating to finance leases and on-Balance Sheet PFI contracts	(377)		(335)	
Other payments for financing activities	(482)		(2,281)	
Total Cash Flows from Financing Activities		(859)		(2,616)

30. Acquired and Discontinued Operations

There are no discontinued operations

31. Trading Operations

A number of operations that the council undertakes are technically classified as trading operations. This is where the client can choose who provides the service and is not obliged to use the council run trading undertakings. Most of the council's trading operations provide services on an internal basis only to other parts of the council and the accounts of those undertakings are shown below.

Notes to the Accounts

2016/17	Income	Internal Expenditure	Trading
	recharges		(surplus)
			/deficit
	£000	£000	£000
Catering *	(35)	2	196
Transport	(1,899)	(3,413)	5,409
Other	-	-	-
Total	(1,934)	(3,411)	260

2015/16	Income	Internal Expenditure	Trading
	recharges		(surplus)
			/deficit
	£000	£000	£000
Catering	(9,378)	49	9,183
Transport	(414)	(7,372)	7,636
Other	-	209	-
Total	(9,792)	(7,114)	(87)

* The Catering Operation was transferred to Cambridge Education on 1 April 2016

32. Pooled Budgets

The authority has eight pooled budget arrangements with Barnet Clinical Commissioning Group (CCG).

The arrangements are for the provision of the following:

- community equipment services
- learning disability services
- to support people with learning disabilities who have been living in long stay NHS accommodation to be re-settled to live within the local community
- to develop an approach to commissioning preventative services
- to reduce duplication, maximise outcomes and improve health and social care outcomes for service users of speech and language therapy, occupational therapy and looked after children.
- Agreements in respect of the Better Care Fund.

From 1 April 2015 the council entered into an aligned budget arrangement with the CCG for the Better Care Fund, identifying spend and jointly reporting on income and expenditure. The fund is used for continued delivery of services in the Better Care Fund plan under the existing integrated health and social care section 75 agreement.

Where funding and expenditure are not shown separately in the following tables it is because all funding has been expensed.

Notes to the Accounts

Section 75 agreement in respect of Community Equipment Services

	2016/17			2015/16		
	Total	Barnet	Barnet CCG	Total	Barnet	Barnet CCG
	£'000	£'000	£'000	£'000	£'000	£'000
Equipment, servicing and repairs	2,065	1,327	738	1,900	665	1,235
Contract management (including delivery, collection and storage)	636	336	300	622	397	225
	2,701	1,663	1,038	2,522	1,062	1,460

Section 75 agreement in respect of Learning Disability Services

	2016/17			2015/16		
	Total	Barnet	Barnet CCG	Total	Barnet	Barnet CCG
	£'000	£'000	£'000	£'000	£'000	£'000
Social Work Team (staff & Non-staff budget)	2,556	934	1,622	2,639	1,017	1,622
Head of Service contribution	80	40	40	80	40	40
Transition Team (staff & non-staff budget)	425	425	-	234	234	-
Accommodation & IT support	227	-	227	227	-	227
	3,288	1,399	1,889	3,180	1,291	1,889

Section 75 agreement in respect of Learning Disability Services for the campus re-provision programme.

	2016/17			2015/16		
	Total	Barnet	Barnet CCG	Total	Barnet	Barnet CCG
	£'000	£'000	£'000	£'000	£'000	£'000
Campus re-provision services	1,658	840	818	1,707	870	837
	1,658	840	818	1,707	870	837

Section 75 agreement in respect of Voluntary Services Commissioning within a Prevention Framework

	2016/17			2015/16		
	Total	Barnet	Barnet CCG	Total	Barnet	Barnet CCG
	£'000	£'000	£'000	£'000	£'000	£'000
Third party contract payments	2,437	1,705	732	2,504	1,772	732
	2,437	1,705	732	2,504	1,772	732

Notes to the Accounts

Section 75 agreement in respect of Better Care Funding

	2016/17			2015/16		
	Total	Barnet	Barnet CCG	Total	Barnet	Barnet CCG
	£'000	£'000	£'000	£'000	£'000	£'000
Carers Support	1,952	1,952	-	300	300	-
Integrated Care	1,044	1,044	-	1,159	1,159	-
Personalised Support	1,281	1,281	-	993	993	-
Reablement	237	237	-	238	238	-
Social Care	3,157	3,157	-	2,373	2,373	-
Care Act	-	-	-	846	846	-
Disabled Facilities Grant	1,970	1,970	-	1,066	1,066	-
Social Care Capital Grant	-	-	-	806	806	-
Community Equipment (see note above)						
Frail Elderly	196	-	196	508	-	508
Community Services	10,728	-	10,728	10,125	-	10,125
Enablement	97	-	97	377	-	377
Hospice Contracts	1,239	-	1,239	1,245	-	1,245
Memory Assessment	215	-	215	215	-	215
Additional Enablement	845	-	845	845	-	845
	22,961	9,641	13,320	21,096	7,781	13,315

Section 75 agreement in respect of Children's Services

	2016/17			2015/16		
	Total	Barnet	Barnet CCG	Total	Barnet	Barnet CCG
	£'000	£'000	£'000	£'000	£'000	£'000
Funding provided to the pooled budget						
Speech and language therapy	2,054	404	1,650	1,999	349	1,650
Occupational therapy	401	60	341	401	60	341
Looked after children	132	41	91	132	41	91
	2,587	505	2,082	2,532	450	2,082
Expenditure met from the pooled budget						
Speech and language therapy	2,473	459	2,014	1,999	349	1,650
Occupational therapy	401	60	341	401	60	341
Looked after children	132	41	91	132	41	91
	3,006	560	2,446	2,532	450	2,082
Net deficit	(419)	(55)	(364)	-	-	-

Notes to the Accounts

33. Members' Allowances

	2016/17 £'000	2015/16* £'000
Member Allowances	1,106	1,098
Member Expenses	1	1
	1,107	1,099

* Re-stated. The 2015/16 members' expenses have been changed to exclude the costs associated with member's support.

34. Officers' Remuneration

The number of employees who received taxable remuneration in excess of £50,000, excluding employer's pension contributions for the year (including teachers) was:

Remuneration band	2016/17 Total Number of Employees	2015/16 Total Number of Employees
£50,000 - £54,999	147	156
£55,000 - £59,999	63	75
£60,000 - £64,999	40	45
£65,000 - £69,999	40	36
£70,000 - £74,999	27	24
£75,000 - £79,999	22	15
£80,000 - £84,999	9	11
£85,000 - £89,999	7	10
£90,000 - £94,999	6	6
£95,000 - £99,999	1	5
£100,000 - £104,999	3	3
£105,000 - £109,999	2	5
£110,000 - £114,999	1	4
£115,000 - £119,999	1	-
£120,000 - £124,999	1	1
£125,000 - £129,999	1	2
£130,000 - £134,999	2	-
£135,000 - £139,999	1	-
£140,000 - £144,999	-	-
£145,000 - £149,999	-	-
>£150,000	1	2
Total	375	400

Senior Officers

Senior officers are defined as all those whose remuneration (including employers pension contributions) is £150,000 or above, the following statutory posts: Head of Paid Service, Director of Children's Services, Director of Adult Social Services, Chief Education Officer, Monitoring Officer and Section 151 officer, and any officer who reports directly to the Head of Paid Service whose salary is more than £50,000.

Notes to the Accounts

The table includes individuals whose annual equivalent salary exceeds £150,000.

2016/17

Post Title and Name	Note	Salary (including fees & allowances) £	Expenses / Allowances £	Compensation for loss of office £	Pension Contributions £	Total Remuneration £
Chief Executive (Head of Paid Service) - Andrew Travers	(i)	52,316	-	93,806	12,148	158,270
Chief Executive (Head of Paid Service and Section 151 Officer) - John Hooton	(ii)/(iii)	174,557	-	-	45,209	219,766
Interim Deputy Chief Executive and Commissioning Director (Growth and Development) - Cath Shaw	(iv)	117,926	-	-	30,543	148,469
Interim Chief Operating Officer - Stephen Evans	(v)	106,744	-	-	27,647	134,391
Commissioning Director (Adults and Health) and Director of Adult Social Services - Dawn Wakeling		129,870	-	-	33,636	163,506
Director of Adults and Communities - Mathew Kendal		113,846	-	-	29,486	143,332
Commissioning Director (Children and Young People) and Director of Children's Services - Christopher Munday		134,342	-	-	34,795	169,137
Commissioning Director (Environment) - Jamie Blake		132,626	1,154	-	34,649	168,429
Assurance Director (Monitoring Officer) - Davina Fiore	(vi)	44,800	-	-	11,603	56,403
Interim Assurance Director (Monitoring Officer) - David Tatlow	(vii)	69,656	-	-		69,656
Director of Public Health - Mr Andrew Howe	(viii)	150,825	-	-	21,658	172,483

- i) Andrew Travers left 30 June 2016
- ii) John Hooton Chief Executive and S151 officer from 24 May 2016 (including part of the year on an Interim basis)
- iii) John Hooton was Chief Operating Officer and Section 151 officer until taking on the role of Chief Executive
- iv) Cath Shaw became the Interim Deputy Chief Executive and Commissioning Director for Growth and Development from 24 May 2016
- v) Stephen Evans became the Interim Chief Operating Officer from 24 May 2016
- vi) Davina Fiore left 2 September 2016
- vii) David Tatlow was appointed as the council's Monitoring Officer following the departure of Davina Fiore. He was employed through an employment agency and it is his agency costs that are shown in the note. Normal recruitment procedures apply to the appointment and the council did not undertake any other material transactions with the third party in the year.
- viii) Andrew Howe is employed by the London Borough of Harrow and funded 50% by London Borough of Barnet. The element showing is the full salary paid to him.

Notes to the Accounts

2015/16

Post Title and Name	Note	Salary Expenses / (including allowances fees & allowances)		Pension contributions	Total Remuneration
		£	£	£	£
Chief Executive (Head of Paid Service) - Andrew Travers		187,613	-	48,592	236,205
Chief Operating Officer (Section 151 Officer) - John Hooton		145,548	-	39,796	185,344
Strategic Director for Commissioning - Kate Kennally	(i)	123,178	70	31,885	155,133
Commissioning Director (Adults and Health), (Director of Adults Social Service) - Dawn Wakeling		129,870	-	33,636	163,506
Commissioning Director (Environment) - Jamie Blake	(ii)	102,325	1,027	26,502	129,854
Interim Commissioning Director (Environment)	(iii)	41,974	-	-	41,974
Education and Skills Director (Chief Education Officer) - Ian Harrison		113,846	-	29,486	143,332
Assurance Director (Monitoring Officer) - Davina Fiore	(iv)	82,387	147	21,300	103,834
Interim Assurance Director	(v)	22,800	-	-	22,800
Commissioning Director (Children and Young People) (Director of Children's Services) - Christopher Munday		111,107	-	28,777	139,884

- i) Kate Kennally was an employee at LB Barnet until 10 January 2016.
- ii) Jamie Blake began employment at LB Barnet on 11 May 2015.
- iii) This figure represents the fees paid in respect of an interim director appointed until 22 May 2015.
- iv) This employee was appointed as Assurance Director for LB Barnet on 29 June 2015.
- v) This figure represents the fees paid in respect of an interim appointed until 28 June 2015.

The number of exit packages, all compulsory redundancies, with total cost per band, is set out in the table below.

	2016/17 Exit Packages by Band Number	2016/17 Exit Packages by Band £'000	2015/16 Exit Packages by Band Number	2015/16 Exit Packages by Band £'000
£nil to £20,000	152	888	70	586
£20,001 - £40,000	6	189	14	391
£40,001 - £60,000	1	58	-	-
£60,001 - £80,000	3	214	-	-
£80,001 - £100,000	1	87	-	-
	163	1,437	84	977

Notes to the Accounts

35. Audit Costs

The cost to the council of external audit and inspection fees is as follows:

	2016/17 £'000	2015/16 £'000
Fees payable to the council's appointed external auditors for:		
Audit and inspection	170	170
Certification of grant claims and returns	28	29
	198	199

36. Dedicated Schools Grant (DSG)

The council's expenditure on schools is funded primarily by grant monies provided by the Education Funding Agency: the Dedicated Schools Grant (DSG). The DSG is ring fenced and can only be applied to meet expenditure properly included in the Schools' Budget, as defined in the School Finance (England) Regulations 2012.

The Schools' Budget includes elements for a range of educational services provided on a council-wide basis and for the Individual Schools Budget (ISB), which is divided into a budget share for each maintained school.

Details of the deployment of DSG receivable for 2016/17 are as follows:-

	2016/17			2015/16		
	Central Expenditure	Individual Schools' Budget	Total	Central Expenditure	Individual Schools' Budget	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Final DSG before Academy recoupment	-	-	302,378	-	-	295,446
Academy figure recouped	-	-	(98,308)	-	-	(90,407)
Total DSG after academy recoupment	-	-	204,070	-	-	205,039
Plus: Brought forward from prior year	-	-	5,019	-	-	4,856
Less: Carry-forward to following year agreed in advance	-	-	(5,019)	-	-	(4,856)
Agreed initial budget distribution	65,085	138,985	204,070	64,693	140,346	205,039
In-year adjustments	1,379	(37)	1,342	3,131	(493)	2,638
Final budget distribution	66,464	138,948	205,412	67,824	139,853	207,677
Less: Actual central expenditure	(65,916)	-	(65,916)	(65,022)	-	(65,022)
Less: Actual ISB deployed to schools	-	(138,948)	(138,948)	-	(139,853)	(139,853)
Plus: Local authority contribution	-	-	-	-	-	-
Carry-forward from in year grant received	548	-	548	2,802	-	2,802
Carry-forward from prior years			3,676			2,217
Total DSG Carried forward			4,224			5,019

Notes to the Accounts

37. Grant Income

The following table analyses the grant income included in the Taxation and Non- Specific Grant income line of the Comprehensive Income and Expenditure Statement. (Excluding demand on the collection fund and as detailed in Note 12)

	2016/17 £'000	2015/16 £'000
Business Rates Related	(19,398)	(20,390)
Revenue Support Grant	(36,849)	(50,240)
Education Funding	(2,650)	(3,912)
New Homes Bonus	(12,431)	(7,416)
Housing Benefit	(1,724)	(2,470)
Private Finance Initiative Grant	(2,235)	(2,235)
Other Grants	(2,519)	(8,546)
Capital grants and Contributions	(30,557)	(19,306)
	<u>(108,363)</u>	<u>(114,515)</u>

The table below analyses the revenue grants credited to the service income lines in the Comprehensive Income and Expenditure Statement.

	2016/17 £'000	2015/16* £'000
Dedicated Schools Grant **	(203,787)	(205,039)
Education Related Grants	(23,472)	(23,661)
Housing Benefit Grant Support	(270,195)	(267,748)
Council tax Administration	(537)	(462)
Independent Living Grant	(1,739)	(1,166)
Public Health Grant	(18,054)	(15,079)
Elections Funding	(1,254)	(677)
Asylum Seekers Grant	(1,322)	(1,216)
Other Grants	(3,837)	(3,716)
S106 Contributions	(2,063)	(9,174)
	<u>(526,260)</u>	<u>(527,938)</u>

*restated

**Includes a claw back of £0.283m for 2015/16.

The council has received a number of grants and contributions that have conditions attached to them. As long as the council has reasonable assurance the capital grant conditions will be met, the income is to be shown in the CIES and then moved to the Capital Grants Unapplied Account via the Movement in Reserves Statement.

38. Related Parties

The council is required to disclose material transactions with related parties. These are bodies or individuals that have the potential to control or influence, or to be controlled or influenced, by the council. Disclosure of these transactions allows readers to assess the

Notes to the Accounts

extent to which the council might have been constrained in its ability to operate independently or might have secured the power to limit another party's ability to bargain freely with it.

Central government has effective control over the general operations of the council. It is responsible for 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. housing benefits. Grant income is shown in note 37 and note 12.

Members of the council have direct control over the council's financial and operating policies. The total of members' allowances paid in 2016/17 is shown in note 33. By virtue of their office, through their residence in the borough and/or as active members of the community, members of the council participate in and are members of a variety of other public bodies and community groups. The council has well established mechanisms and procedures for preventing undue influence. Part of these mechanisms is the disclosure of interests in the register of members' interests. In addition, every year members are asked to complete a declaration of any related party transactions. In financial year 2016/17 several members declared that they had acted as trustees for local voluntary organisations and as school governors. The Council paid grants totalling £1.654m (£1.981m in 2015/16) to voluntary organisations in which eighteen members (seventeen members in 2015/16) had positions on the governing body. The council paid £25.020m (£30.510m in 2015/16) to schools in which 28 members (26 members in 2015/16) had positions on the governing body.

The council has a number of significant transactions with other local authorities and local health authorities. The council has pooled budget arrangements in place with the Barnet Clinical Commissioning Group (CCG) details of which are in note 32. In addition the council places pupils into neighbouring authorities' schools, the expenditure for which is included within the Education and Skills line of the Comprehensive Income and Expenditure Account. In 2016/17 investments in line with the council's Treasury Management Strategy were placed with other local authorities and totalled £5.053m (£30.3m in 2015/16) as at the financial year end.

The London Borough of Barnet (the reporting authority) has four subsidiary companies:

- The Barnet Group Ltd
- Barnet (Holdings) Ltd
- BX Holdings Ltd
- Hill Green Homes Ltd

The London Borough of Barnet owns 100% of the share capital of The Barnet Group Ltd. The Barnet Group Ltd owns 100% of the share capital of Your Choice (Barnet) Ltd, The Barnet Group Flex Ltd, Open Door Ltd and is the sole member and guarantor of Barnet Homes Ltd, a company limited by guarantee. The London Borough of Barnet contracts with The Barnet Group Ltd for the provision of Adult Social Care Services and Housing Management Services. The Barnet Group Ltd then contracts on a back to back basis with Your Choice (Barnet) Ltd and Barnet Homes Ltd in respect of Adult Social Care Services and Housing Management Services respectively. As a result, The Barnet Group Ltd receives a management fee from The London Borough of Barnet on behalf of Barnet Homes Ltd and Your Choice (Barnet) Limited. It also invoices for ad hoc services on behalf of the two companies. Invoices to the value of £123.786m (£115.193m 2015/16) were paid to the Barnet Group and Income of £3.476m (£5.676m 2015/16) was received from the Barnet Group. The outstanding balances owed to and from The Barnet Group Ltd at 31 March 2017 were £5.077m (£9.305m* to 31 March 2016) and £12.974m (£11.743m* to 31 March 2016) respectively.

*re-stated for final published accounts

Notes to the Accounts

The Barnet Group Ltd had a board consisting of nine members, of which two are members of the council.

The reported (profits)/losses for the subsidiaries mentioned above were:

	2016/17 £'000	2015/16 £'000
Barnet Group Ltd	31	9
Barnet Homes Ltd	(2,940)	(2,456)
Your Choice (Barnet) Ltd	(2,370)	(703)
The Barnet Group Flex Ltd	(7)	-
Open Door Ltd	9	-

The London Borough of Barnet owns 100% of the share capital of Barnet (Holdings) Ltd. which own 49% of the share capital in the joint venture in Regional Enterprise Ltd (RE Ltd). The joint venture is owned with Capita plc. The London Borough of Barnet contracts with RE Ltd for the provision of development and regulatory services in the borough. The council's Chief Executive and Leader are company directors of Barnet Holdings Ltd and Regional Enterprise Ltd.

The London Borough of Barnet owns 100% of the shares of BX Holdings Ltd and Hill Green Homes Ltd. Neither subsidiary traded in 2016/17.

The London Borough of Barnet (the reporting authority) has a 13.9% share in the Inglis Consortium LLP which is a joint venture with VSM Estates Ltd and Annington Property Ltd. The London Borough of Barnet is in receipt of income from the Inglis Consortium LLP and the council's profit share for 2016/17 as recorded in the accounts was £5.660m (2015/16 £6.859m). The Chief Executive and the Interim Chief Operating Officer sit on the Board of the Inglis Consortium LLP.

Every year all senior officers are required to complete a related party transactions declaration. For the financial year 2016/17 three officers were directors for companies with which net transactions of £27.2m (£22.5m in 2015/16) took place.

- Barnet Holdings Ltd - expenditure £33.5m and income of £0.4m (£29.3m and £0.5m respectively in 2015/16)
- Inglis Consortium - income of £5.9m (£6.3m in 2015/16)

The council is the administering authority for the London Borough of Barnet Pension Fund. In 2016/17 the council's employer's contributions to the Fund were £22.645m (£20.239m in 2015/16). The council charged the Fund £0.717m (£0.663m in 2015/16) for its administration.

Notes to the Accounts

39. Capital Expenditure and Capital Financing

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

Capital Investment	2016/17 £'000	2015/16 £'000
Adults and Communities	1,968	3,977
Commissioning Group	18,852	18,445
Education and Skills	28,030	24,430
Family Services	1,649	961
Housing Needs and Resources	4,072	-
Parking and Infrastructure	1,121	364
Regional Enterprise (Re)	42,708	44,629
Street Scene	1,085	743
Housing Revenue Account	37,826	38,787
	137,311	132,336

Sources of Finance	Capital financed in 2016/17 £'000	Capital financed in 2015/16 £'000
Capital receipts	21,004	25,137
General fund revenue contributions	938	657
Reserves	20,749	18,302
HRA revenue contributions/MRA	26,831	27,525
Contributions including S 106 receipts	5,431	3,868
Borrowing	32,899	28,709
Grants	29,459	28,138
	137,311	132,336

The total capital expenditure of £137.311m (£132.336m 2015/16) is made up of £112.630m (£109.373m 2015/16) additions as shown in note 13 (less the £0.443m of infrastructure that relates to PFI) and the £25.124m of Revenue Expenditure Funded from Capital under Statute shown in note 8.

The Capital Financing Requirement as at 31 March 2017 was £433.896m (31 March 2016 £383.087m).

40. Leases

Operating Leases

The Council does not own all of the property, vehicles and other equipment that it uses. The items it does not own are held under operating leases.

In 2016/17 the council paid £2.579m in respect of operating leases (£3.655m in 2015/16) and there were commitments representing the total of future minimum lease payments in place of £29.136m (£25.890m in 2015/16) for future years.

Notes to the Accounts

Properties were leased out and in 2016/17 this produced an income of £4.498m (£4.006m in 2015/16) with £132.238m (£125.976m in 2015/16) contracted for future years.

Future Operating Lease Payments 31 March 2017

	Vehicles, plant and equipment leased in £'000	Property leased in £'000	Property leased out £'000
less than one year	-	2,857	(4,545)
one to five years	-	9,251	(9,709)
greater than five years	-	17,028	(117,984)
Total	-	29,136	(132,238)

Future Operating Lease Payments 31 March 2016

	Vehicles, plant and equipment leased in £'000	Property leased in £'000	Property leased out £'000
less than one year	14	2,326	(3,648)
one to five years	-	8,440	(7,732)
greater than five years	-	15,124	(114,596)
Total	14	25,890	(125,976)

41. Private Finance Initiatives (PFI) and Similar Contracts

In April 2006 the council entered into a PFI contract to provide street lighting. This consisted of a Core Investment Programme (CIP) for five years followed by a post CIP operating period of 20 years. The 25 year contract will expire in 2031.

At year end street lights that have been erected are recognised on the council's Balance Sheet as infrastructure assets. Each year the CIP assets and corresponding liabilities are to be acknowledged.

Below is the movement in the carrying value of the assets recognised under the PFI arrangement:

PFI Street Lights

	31 March 2016 £'000	In Year Movement £'000	31 March 2017 £'000
Gross book value	26,344	443	26,787
Accumulated depreciation	(8,259)	(1,407)	(9,666)
Net book value	18,085	(964)	17,121

Notes to the Accounts

Below is the movement in the lease liability for the PFI arrangement:

	2015/16	In Year Movement	2016/17
	£'000	£'000	£'000
Lease liability	16,780	(378)	16,402

Payments to be made under the PFI arrangement are as follows:

	Repayment of liability	Interest	Service charges	Other charges	Total
	£'000	£'000	£'000	£'000	£'000
2017/18	428	2,205	1,600	1,212	5,445
2018/19 - 2021/22	2,355	8,164	6,906	5,740	23,165
2022/23 - 2026/27	5,158	7,935	9,898	10,232	33,223
2027/28 - 2031/32	8,461	3,219	9,273	7,874	28,827
Total Commitments	16,402	21,523	27,677	25,058	90,660

If the assumptions around inflation were to vary by 2% it would result in a £1.3m increase/decrease in payments over the life of the arrangement.

42. Impairment Losses

The Code requires disclosure by class of assets of the amounts for impairment losses and impairment reversals charged to the Surplus or Deficit on the Provision of Services and to Other Comprehensive Income and Expenditure. These disclosures are consolidated in Note 13, reconciling the movement over the year in the Property, Plant and Equipment, Heritage Assets, Investment Properties and Intangible Asset balances.

43. Termination Benefits

The Council terminated the contracts of a number of employees in 2016/17, incurring unreduced early retirement benefits of £0.151m (£0.200m in 2015/16) of which £0.151m (£0.200m in 2015/16) was payable to the employees and there was no effect on the pension strain.

All other termination payments are included in note 34.

44. Pension Schemes Accounted for as Defined Contribution Schemes

Teachers employed by the council are members of the Teachers' Pension Scheme, administered by Capita Teachers' Pensions on behalf of the Department for Education (DfE). The Scheme provides teachers with specified benefits upon their retirement, and the council contributes towards the costs by making contributions based on a percentage of members' pensionable salaries.

The scheme is a multi-employer defined benefit scheme. The scheme is unfunded and the Department for Education uses a notional fund as the basis for calculating the employers' contribution rate paid by local authorities. Valuations of the notional fund are undertaken every four years.

The scheme has in excess of 3,700 participating employers and consequently 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 2016/17, the council paid £16.600m to Teachers' Pensions in respect of teachers' retirement benefits, representing 16.4% of pensionable pay. The rate increased from 14.1% in September 2015 and the amount paid in 2015/16 was £16.933m.

45. 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 authority has a commitment to make the payments (for those benefits) and to disclose them at the time that employees earn their future entitlement.

The authority participates in the Local Government Pension Scheme, administered locally by Capita Employee Benefits – 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.

The London Borough of Barnet pension scheme is operated under the regulatory framework for the Local Government Pension Scheme and the governance of the scheme is the responsibility of the Pension Fund Committee of the London Borough of Barnet. Policy is determined in accordance with the Pensions Fund Regulations. The investment managers of the fund are appointed by the committee.

The principal risks to the council of the scheme are the longevity assumptions, statutory changes to the scheme, structural changes to the scheme (ie 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.

Transactions relating to Post-Employment Benefits

The council recognises the cost of retirement benefits in the Comprehensive Income and Expenditure Statement (Cost of Services) when they are earned by employees, rather than when the benefits are eventually paid as pensions. However the charge the council is required to make against council tax is based on the cash payable in the year, so the real cost of post-employment/retirement benefits is reversed out of the General Fund and Housing Revenue Account via the Movement in Reserves Statement.

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

Notes to the Accounts

	2016/17 £'000	2015/16 £'000
Comprehensive Income and Expenditure Statement		
Cost of Services		
Service cost	(22,321)	(23,789)
Financing and Investment Income and Expenditure		
Net interest expense	(15,543)	(14,890)
Total Post-Employment Benefits Charged to the Surplus or Deficit on the Provision of Services	(37,864)	(38,679)
Other Post-Employment Benefits Charged to the Comprehensive Income and Expenditure Statement		
Remeasurement of the net defined benefit liability comprising:		
- Return on plan assets (excluding the amount included in the net interest expense)	72,348	(28,849)
- Change in financial assumptions	(120,633)	52,509
- Experience loss on defined benefit obligation	-	(68)
Total Post-Employment Benefits Charged to the Comprehensive Income and Expenditure Statement	(48,285)	23,592
Total Charged to the Comprehensive Income and Expenditure Statement	(86,149)	(15,087)
Movement in Reserves Statement		
Reversal of net charges made to the Surplus/Deficit on the Provision of Services	(37,864)	(38,679)
Actual amount charged against the General Fund Balance for pensions in the year		
Employers' contributions payable to scheme	22,645	22,204

Pension Assets and Liabilities recognised in the Balance Sheet

The amount included in the balance sheet arising from the council's obligation in respect of its defined benefit plan is as follows:

	2016/17		2015/16	
	£'000	£'000	£'000	£'000
Present Value of Funded Obligation	1,147,759		1,005,676	
Fair Value of Plan Assets	(644,393)		(561,449)	
Net Liability		503,366		444,227
Present Value of Unfunded Obligation		29,275		24,910
Net Liability in Balance Sheet		532,641		469,137

The Net liability shows the underlying commitments that the council has in the long term to pay retirement benefits. The total net deficit of £532.641m (2015/16 £469.137m), including the liability for the LGPS unfunded scheme has a substantial impact on the net worth of the council, as recorded in the Balance Sheet.

However the financial position of the council remains healthy as there are arrangements for funding the net pension liabilities, governed by statute, as follows:

Notes to the Accounts

- the net liability on the funded LGPS scheme will be made good by increased contributions over the next 20 years;
- the liability on the unfunded LGPS scheme will be paid by the council as pensions are actually paid;
- the council is only required to cover the teachers' unfunded added years when pensions are actually paid.

The movements in the funded and unfunded obligation are explained in the Scheme Asset and Benefit Obligation table below.

Reconciliation of Scheme Assets and Benefit Obligations

	2016/17	2015/16
	£'000	£'000
Opening Fair Value of Scheme Assets	561,449	581,710
Interest on assets	19,496	18,469
Return on assets less interest	72,348	(28,849)
Contributions by employer including unfunded	22,645	21,541
Contributions by scheme participants	5,414	5,188
Estimated benefit paid plus unfunded net of transfers in	(36,959)	(36,508)
Settlement prices paid	-	(102)
Closing Fair Value of Scheme assets	644,393	561,449

	2016/17	2015/16
	£'000	£'000
Opening Defined Benefit Obligation	1,030,586	1,057,964
Current service cost	22,054	23,011
Interest cost	35,039	33,359
Actuarial change in financial assumptions	150,001	(52,509)
Actuarial change in demographic assumptions	5,183	-
Experience loss/(gain) on defined benefit obligation	(34,551)	68
Liabilities extinguished	-	(187)
Estimated benefits paid net of transfers in	(36,959)	(34,921)
Past service costs, including curtailments	267	200
Contributions by scheme participants	5,414	5,188
Unfunded pension payments	-	(1,587)
Closing Defined Benefit Obligation	1,177,034	1,030,586

Scheme Assets

Local Government Pension Scheme Assets comprised:

Notes to the Accounts

Employer Asset Share - Bid Value

	31 March 2017		31 March 2016	
	£'000	%	£'000	%
Equities	250,458	39	213,251	38
multi asset funds	171,998	27	162,782	29
Other Bonds	205,695	32	183,803	33
Cash	16,242	2	1,613	0
	644,393	100	561,449	100

Basis for Estimating Assets and Liabilities

To assess the value of the employer's liabilities at 31 March 2017, the council's actuary (Hymans Robertson LLP) rolled forward the value of the Employer's liabilities calculated for the funding valuation as at 31 March 2016, using the financial assumptions that comply with IAS 19.

The significant assumptions used by the actuary in its calculation for the Local Government Pension Scheme have been:

Assumed life expectancy from age 65 years:

	31 March 2017		31 March 2016	
	Males	Years	Males	Years
Retiring today				
	Males	21.9	Males	22.1
	Females	24.3	Females	24.5
Retiring in 20 years				
	Males	23.9	Males	24.4
	Females	26.5	Females	26.9

Financial Assumptions

	31 March 2017	31 March 2016
	% pa	% pa
RPI increases	3.4	3.2
CPI increases	2.4	2.3
Salary increases	2.7	4.1
Pension increases	2.4	2.3
Discount rate	2.5	3.5

The actuarial assumptions used in the calculation of the year-end balance sheet liabilities for the teachers' additional unfunded pensions are based on the above assumptions with the following exceptions:

Sensitivity Analysis

The estimate of the defined benefit obligations is sensitive to the actuarial assumptions set out in the table above. Sensitivity analysis has been undertaken, based on reasonably possible changes of assumptions occurring at the end of the reporting period. This assumes, for each change, that the assumption analysed changes, whilst all other assumptions remain constant. In practice changes in some of the assumptions may be inter-related. The estimation in the sensitivity analysis has followed the accounting policies for the scheme. The method and types of assumption used in preparing the sensitivity analysis below have not changed from those reported in the prior financial year.

Notes to the Accounts

	Impact on the Defined Benefit Obligation in the Scheme	
	Increase in Assumption £'000	Decrease in Assumption £'000
Longevity (increase or decrease of 1 year)	31,311 - 58,852	(31,311) - (58,852)
Rate of inflation in salaries (increase or decrease by 0.5%)	9,485	(9,485)
Rate of inflation in pensions (increase or decrease by 0.5%)	96,554	(96,554)
Rate for discounting scheme liabilities (increase or decrease by 0.5%)	(107,141)	107,141

For accounting years beginning on or after 1 January 2013, the expected return and the interest cost has been replaced with a single net interest cost, which effectively sets the expected return equal to the discount rate.

Impact on the Council's Cashflows

The objective of the LGPS is to keep employers' contributions at as constant a rate as possible. Funding levels are monitored on an annual basis. A triennial valuation was undertaken as at March 2016 and set contributions for the period 1 April 2017 to 31 March 2020.

The total contributions expected to be made to the LGPS by the council in the year to 31 March 2018 is £20.114m (£19.079m for 31 March 2017).

46. Contingent Liabilities

Contingent liabilities are possible obligations that arise from past events and whose existence will be confirmed only by the occurrence of one or more uncertain future events that are not wholly within the council's control.

- The council is in dispute over the receipt of a capital payment from a developer, the outcome of which will not be known for a number of years.
- The council has received appeals from various NHS trusts and limited companies seeking charitable relief for business rates. This is an ongoing issue and the outcome of these appeals will not be known until future years.
- The council is a partner in the Inglis Consortium LLP. As part of the contract with the consortium the council was to deliver the vacant land to the consortium by January 2017, however due to unforeseen circumstances the council was not in a position to meet the January 2017 deadline. As a consequence, there is a risk that the consortium could seek financial compensation, however mitigating action has been taken which means that this is unlikely.

47. Nature and Extent of Risks Arising from Financial Instruments

Financial Instruments - Risks

The council has adopted CIPFA's Code of Practice on Treasury Management (and subsequent amendments) and complies with The Prudential Code for Capital Finance in Local Government.

As part of the adoption of the Treasury Management Code, the council approves a Treasury Management Strategy before the commencement of each financial year. The Strategy sets out the parameters for the management of risks associated with financial instruments. The council also produces Treasury Management Practices specifying the practical arrangements to be followed to manage these risks.

The Treasury Management Strategy includes an Annual Investment Strategy in compliance with the DCLG's guidance on local government investments. This guidance emphasises that priority is to be given to security and liquidity, rather than yield. The council's Treasury Management Strategy, together with its Treasury Management Practices are based on seeking the highest rate of return consistent with the proper levels of security and liquidity.

The main risks covered are:

- **Credit Risk:** The possibility that one party to a financial instrument will fail to meet its contractual obligations, causing a loss for the other party.
- **Liquidity Risk:** The possibility that a party will be unable to raise funds to meet the commitments associated with financial instruments.
- **Market Risk:** The possibility that the value of an instrument will fluctuate because of changes in interest rates, market prices etc.

Credit Risk

The Council manages credit risk by ensuring that investments are placed with the Debt Management Office, other local authorities, AAA-rated money market funds and banks and building societies of sufficiently high credit quality as set out in the Treasury Management Strategy. A limit of £25m is placed on the amount of money that can be invested with a single counterparty. The council also sets a total group investment limit for institutions that are part of the same banking group. The council's current Treasury Management Strategy allows deposits to be placed for a maximum period of ten years and £100m total in non-specified investments. In 2016/17 investments were placed for less than 365 days.

It must also be noted that although credit ratings remain a key source of information, the council recognises that they have limitations and investment decisions are based on a range of credit indicators. All investments have been made in line with the Council's Treasury Management Strategy for 2016/17, approved by Council on 1 March 2016.

The table below summarises the nominal value of the council's investment portfolio at 31 March 2017, and confirms that all investments were made in line with the council's approved credit rating criteria at the time of placing the investment:

Notes to the Accounts

Counterparty	Criteria Rating Criteria Met When Investment Placed	Criteria Rating Criteria Met on 31 March 2017	Balance Invested as at 31 March 2017					Total
	Yes/No	Yes/No	Up to 1 month £'000	>1 month and <3 months £'000	>3 months and <6 months £'000	>6 months and <12 months £'000	>12 months <24 months £'000	£'000
Other Local Authorities	Yes	Yes				5,053		5,053
Banks - UK	Yes	Yes	25,057	22,057	-	-	-	47,114
Banks - Non UK	Yes	Yes	-	-	-	-	-	-
Total Banks			25,057	22,057	-	-	-	47,114
Building Societies - UK	Yes	Yes	-	-	-	-	-	-
Money Market Funds	Yes	Yes	23,700	-	-	-	-	23,700
Call Accounts	Yes	Yes	4,500	-	-	-	-	4,500
Total			53,257	22,057	-	5,053	-	80,367

The above analysis shows that all deposits outstanding as at 31 March 2017 met the council's credit rating criteria on 31 March 2017.

Trade Receivables

The following analysis summarises the council's potential maximum exposure to credit risk, based on the experience gathered over the last five financial years on the level of default on trade debtors, adjusted for current market conditions. As per the Code requirements, the disclosure below includes details only of debtors that have arisen as a result of trading activities. Balances and transactions arising from statutory functions (i.e. council tax and NNDR payments) are excluded from this disclosure note, as they have not arisen from contractual trading activities.

Trade Receivables	Gross Debtors £'000	Bad Debt Provision* £'000
2016/17 Sundry Debtors	76,686	13,172
2015/16 Sundry Debtors	95,852	12,999

*re-stated

Liquidity Risk

The council has access to borrowing facilities via the Public Works Loan Board, commercial banks, bond issues, medium term notes, tax increment financing, the European Investment Bank and other local authorities. There is no perceived risk that the council will be unable to raise finance to meet its commitments. The council also has to manage the risk that it will not be exposed to replenishing a significant proportion of its borrowing at a time of unfavourable interest rates.

Notes to the Accounts

The council would only borrow in advance of need where there is a clear business case for doing so and will only do so for the current capital programme or to finance future debt maturities.

The maturity analysis of the nominal value of the council's debt at 31 March 2017 was as follows:

Maturity analysis	Years	31 March 2017 £'000	% of total debt	31 March 2016 £'000	% of total debt
Long Term Borrowing	Over 5 but not over 10	2,000	0.66	2,000	0.66
	Over 10 but not over 15	91,032	29.94	48,516	15.96
	Over 15 but not over 20	42,516	13.98	85,032	27.96
	Over 20 but not over 25	65,516	21.54	20,516	6.75
	Over 25 but not over 30	20,516	6.75	65,516	21.55
	Over 35 but not over 40	29,500	9.70	29,500	9.70
	Over 40	53,000	17.43	53,000	17.43
Total Borrowing		304,080	100.00	304,080	100.00

Loans and other long term liabilities outstanding (nominal value)	31 March 2017 £'000	31 March 2016 £'000
Public Works Loan Board	241,580	241,580
Market Debt	62,500	62,500
Deferred Liabilities - PFI and Finance leases	15,973	16,401
TOTAL (excluding discounts and premiums)	320,053	320,481

Market Risk

Interest Rate Risk: The council is exposed to risks arising from movements in interest rates. The Treasury Management Strategy aims to mitigate these risks by setting an upper limit of 30% on external debt that can be subject to variable interest rates. At 31 March 2017, 100% of the debt portfolio was held in fixed rate instruments.

If all interest rates had been 1% higher (with all other variables held constant) the financial effect would be:

	£'000
Increase in interest receivable on variable rate investments	237
Impact on Surplus or Deficit on the Provision of Services	237
Share of overall impact debited/credited to HRA	14
Increase in fair value of fixed rate investment assets	567
Impact on Other Comprehensive Income and Expenditure	
Decrease in fair value of fixed rate borrowings/liabilities*	(3,883)

*No impact on the Surplus or Deficit on the Provision of Services or Other Comprehensive Income and Expenditure as these are carried at amortised cost.

Notes to the Accounts

The approximate impact of a 1% fall in interest rates would be as above but with the movements being reversed. These assumptions are based on the same methodology as used in the 'Fair Value' disclosure note. (Note 17)

Investments are also subject to movements in interest rates. As investments are made at fixed rates, but for shorter periods of time, there is greater exposure to interest rate movements. This risk has to be balanced against actions taken to mitigate credit risk.

Price Risk

The council does not invest in equity shares and therefore is not subject to any price risk (i.e. the risk that the council will suffer loss as a result of adverse movements in the price of financial instruments).

Foreign Exchange risk

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

Housing Revenue Account

The HRA reflects a statutory obligation to account separately for council housing provision. The HRA Income and Expenditure Statement shows the major elements of HRA expenditure and how they are met from rents, grants and other income. The account does not reflect all of the transactions required by statute to be charged or credited to the HRA for the year. The movement on the HRA Statement gives details of the additional transactions which are required by statute.

HRA Income and Expenditure Statement

Income

Dwelling rents

Non-dwelling rents

Charges for service and facilities

Total Income

Expenditure

Repairs and maintenance

Supervision and management

Rents, rates and other charges

Depreciation and impairment of fixed assets

Debt management costs

Increase in bad debt provision

Total Expenditure

Net income on HRA services included in the Comprehensive Income and Expenditure Account

Gain/(loss) on sale of HRA non-current assets

Interest payable and similar charges

Interest and investment income

Movement in Investment Property valuation

Capital grants and contributions receivable

Surplus for the year on HRA services

Movement on the HRA Statement

Surplus for the year on the HRA Income and Expenditure Statement

EIR interest costs on stepped loans

(Gain)/loss on HRA fixed assets

Transfer to Major Repairs Reserve

Transfer to Capital Adjustment Account (Dwellings)

Increase/(decrease) in year on the HRA

Movement on the HRA Statement

Balance on the HRA at the end of the previous year

Surplus or (deficit) for the year on the HRA Income and expenditure statement

Adjustments between accounting basis and funding basis under statute

Net increase or (decrease) before transfers to or from reserves

Transfers to or from reserves

Increase/(decrease) in year on the HRA

Housing Revenue Account balance carried forward

	2016/17 £'000	2015/16 £'000
Dwelling rents	52,028	52,878
Non-dwelling rents	698	825
Charges for service and facilities	10,519	7,449
Total Income	63,245	61,152
Repairs and maintenance	7,550	7,550
Supervision and management	24,454	21,035
Rents, rates and other charges	94	36
Depreciation and impairment of fixed assets	(2,076)	(20,719)
Debt management costs	-	(1)
Increase in bad debt provision	161	1,143
Total Expenditure	30,183	9,044
Net income on HRA services included in the Comprehensive Income and Expenditure Account	33,062	52,108
Gain/(loss) on sale of HRA non-current assets	(131)	253
Interest payable and similar charges	(7,346)	(6,698)
Interest and investment income	986	1,046
Movement in Investment Property valuation	739	1,472
Capital grants and contributions receivable	2,417	3,367
Surplus for the year on HRA services	29,727	51,548
Surplus for the year on the HRA Income and Expenditure Statement	29,727	51,548
EIR interest costs on stepped loans	(4)	(1)
(Gain)/loss on HRA fixed assets	131	(253)
Transfer to Major Repairs Reserve	(21,693)	(32,720)
Transfer to Capital Adjustment Account (Dwellings)	(4,492)	(24,696)
Increase/(decrease) in year on the HRA	3,669	(6,122)
Balance on the HRA at the end of the previous year	8,820	14,942
Surplus or (deficit) for the year on the HRA Income and expenditure statement	29,727	51,548
Adjustments between accounting basis and funding basis under statute	(26,058)	(57,670)
Net increase or (decrease) before transfers to or from reserves	3,669	(6,122)
Transfers to or from reserves	-	-
Increase/(decrease) in year on the HRA	3,669	(6,122)
Housing Revenue Account balance carried forward	12,489	8,820

Notes to the Housing Revenue Account

1	Adjustments between accounting basis and funding basis under statute	2016/17 £'000	2015/16 £'000
	EIR interest costs on stepped loan	(4)	(1)
	(Gain)/Loss on HRA fixed assets	131	(253)
	Transfer to Major Repairs Reserve	(21,693)	(32,720)
	Transfer to Capital Adjustment Account (Dwellings)	(4,492)	(24,696)
		(26,058)	(57,670)

2	Number of Dwellings	As at 31 March 2017 Units	As at 31 March 2016 Units
	Houses	3,398	3,413
	Bungalows	176	180
	Flats	5,081	5,139
	Maisonettes	1,097	1,137
	Hostels	61	61
	Bedsits	34	34
		9,847	9,964

3	Value of HRA Assets	31 March 2017 £'000	31 March 2016 £'000
	Dwellings - Social housing use	702,000	675,000
	Other land and buildings	36,739	35,344
	Community	47	47
	Investment Property	29,786	28,714
		768,572	739,105

Vacant Possession Valuation for Social housing	2,808,000	2,698,000
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The difference between vacant possession value (£2,808m) and the balance sheet value (£702.000m) represents the economic cost of providing council housing at less than market rent.

Notes to the Housing Revenue Account

4	Major Repairs Reserve	2016/17 £'000	2015/16 £'000
	Balance as at 1 April	(23,213)	(17,930)
	Capital expenditure charged to reserve	26,831	27,525
	Depreciation - dwellings	(22,062)	(21,479)
	- non dwellings	(542)	(667)
	Transfer to HRA - dwellings	9,224	8,611
	Interest on balances	-	(88)
	Voluntary Contribution	(8,313)	(19,185)
	Balance as at 31 March	(18,075)	(23,213)
5	Capital Expenditure and Financing	2016/17 £'000	2015/16 £'000
	Capital Expenditure		
	Dwellings	32,703	38,787
	Other Property	5,123	-
		37,826	38,787
	Financed by	2016/17 £'000	2015/16 £'000
	Capital Receipts Reserve	5,864	7,490
	Borrowing	-	314
	Major Repairs Reserve	26,831	27,525
	Other Contributions	5,131	3,458
		37,826	38,787
6	Capital Receipts from Disposals	2016/17 £'000	2015/16 £'000
	Other	1,241	1,803
	Dwellings	12,033	11,611
	Paid over to pool	(1,779)	(2,585)
		11,495	10,829

The authority has to pay a portion of the receipts from the sale of council houses into a government housing pool on the basis that the original cost of the housing would have been partly paid by government grant. Guidance in 2012/13 enabled local authorities to retain further amounts of right to buy receipts upon agreement with Department of Communities and Local Government (DCLG). These funds must be spent on the provision of new build dwellings.

Notes to the Housing Revenue Account

7	Depreciation	2016/17	2015/16
		£'000	£'000
	Council Dwellings	22,062	21,479
	Other Land and Buildings	542	667
		22,604	22,146
8	Impairments	2016/17	2015/16
		£'000	£'000
	Council Dwellings	(24,680)	(43,474)
	Other Property	279	84
	Investment Properties	(1,018)	(947)
		(25,419)	(44,337)
9	Arrears	2016/17	2015/16
		£'000	£'000
	Leaseholder service charges	6,279	6,395
	less bad debt provision	(1,405)	(1,178)
		4,874	5,217
	Housing rents	3,908	3,911
	less bad debt provision	(1,779)	(1,607)
		2,129	2,304
	Commercial rents	350	240
	less bad debt provision	(45)	(28)
		305	212
		7,308	7,733

10 Barnet Homes Limited

The management of the council's housing stock is undertaken by Barnet Homes Limited, a subsidiary of Barnet Group Limited that is wholly owned by the authority.

11 Accounting for Pensions in the HRA

As day to day housing management is carried out by Barnet Homes Limited, the HRA employs very few staff directly. Because of this, the cost of obtaining a separate HRA actuarial report to split the notional cost of HRA staff from those employed by the general fund cannot be justified. Therefore although the HRA has been reported on an IAS19 basis, no attempt has been made to show a separate liability related to the defined benefit position.

Collection Fund

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

	Note	2016/17			2015/16		
		NNDR £'000	Council Tax £'000	Total £'000	NNDR £'000	Council Tax £'000	Total £'000
Income							
Council Tax	2	-	194,014	194,014	-	191,069	191,069
Business Rates Receivable	3	110,182	-	110,182	108,281	-	108,281
Buisness Rate Supplement Income		2,771	-	2,771	2,609	-	2,609
Contributions to previous year estimated deficit							
- Central Government		7,604	-	7,604	4,213	-	4,213
- London Borough of Barnet		4,562	-	4,562	2,528	-	2,528
- Greater London Authority		3,042	-	3,042	1,685	-	1,685
		128,161	194,014	322,175	119,316	191,069	310,385
Disbursement							
Apportionment of previous year's surplus							
- Central Government		-	-	-	-	-	-
- London Borough of Barnet		-	5,781	5,781	-	3,899	3,899
- Greater London Authority		-	1,568	1,568	-	1,057	1,057
		-	7,349	7,349	-	4,956	4,956
Precepts, Demands and Shares							
- Central Government		55,145	-	55,145	55,536	-	55,536
- London Borough of Barnet		33,087	151,708	184,795	33,322	145,640	178,962
- Greater London Authority		22,058	37,349	59,407	22,214	38,985	61,199
- Crossrail		2,764	-	2,764	2,600	-	2,600
		113,054	189,057	302,111	113,672	184,625	298,297
Charges to Collection Fund							
- Cost of collection allowance		416	-	416	418	-	418
- Cost of collection allowance BRS		7	-	7	9	-	9
- Increase/(reduction) in bad debt provision		1,762	(2,927)	(1,165)	1,543	3,344	4,887
- Increase/(reduction) in provision for appeals		(81)	-	(81)	1,473	-	1,473
- Write off of uncollectable amounts		-	(869)	(869)	-	(971)	(971)
- Transitional protection due to Central Government		243	-	243	-	-	-
- Interest on refunds		14	-	14	-	-	-
		2,361	(3,796)	(1,435)	3,443	2,373	5,816
Total disbursed							
		12,746	1,404	14,150	2,201	(885)	1,316
Surplus/(Deficit) for year							
		12,746	1,404	14,150	2,201	(885)	1,316
Collection Fund Balances							
London Borough of Barnet	4	£'000	£'000	£'000	£'000	£'000	£'000
Greater London Authority		(239)	12,651	12,412	(4,064)	10,956	6,892
Central Government		(160)	3,086	2,926	(2,709)	3,378	669
Cumulative Surplus/(Deficit)		(398)	-	(398)	(6,771)	-	(6,771)
		(797)	15,737	14,940	(13,544)	14,334	790

Collection Fund

1. General

The Council is required to maintain a separate agency Collection Fund Account. The Collection Fund account includes all transactions relating to the collection of business rates and council tax from taxpayers and their distribution to other local authorities and central government. This is a separate account from the General Fund account.

2. Council Tax

Council tax derives from charges raised according to the value of residential properties, which are classified into eight valuation bands (A to H). Individual charges are calculated by taking the total income required to be taken from the Collection Fund by the various precepting authorities and dividing this by the council tax base (the equivalent numbers of band D properties).

The Council tax base for 2016/17 at the end of March 2017 was 148,244 (146,082 31 March 2016), being a 9.5% increase on the estimated council tax base of 135,324 agreed by council on 1 March 2016.

Band	Ratio	Number of Band 'D' equivalents
A	0.67	1,313
B	0.78	4,448
C	0.89	17,246
D	1.00	25,930
E	1.22	30,540
F	1.44	24,298
G	1.67	23,850
H	2.00	7,622
MOD Contribution		77
Tax Base		135,324

3. Business Rates

The Council collects business rates for its area on local rateable commercial property values provided by the Valuation Office Agency (VOA), multiplied by the uniform business rates multiplier set nationally by central government.

The total non-domestic rateable value for Barnet at 31 March 2017 was £270,977,412 (31 March 2016 £272,678,661) and the national non-domestic rate multiplier for the year was 49.7p (2015/16: 49.3p).

4. Collection Fund surplus or deficit

The billing authority and preceptors share any council tax and NNDR surpluses or deficits in proportion to the precept requirement or regulatory shares.

5. Business Rates Supplement

Business Rates Supplement (BRS) is levied by the Greater London Authority on non-domestic properties with a rateable value higher than £50,000, subject to certain allowances and exemptions, to finance the Cross Rail Development.

The aggregate rateable value of properties liable for BRS at 31 March 2017 was £169,555,650 (the equivalent figure at 31st March 2016 being £119,238,465). The multiplier has remained at 2.0p / £ since the BRS was introduced.

Group Accounts

Group Comprehensive Income and Expenditure Statement

	2016/17			2015/16		
	Consolidated Gross Expenditure	Consolidated Gross Income	Consolidated Net Expenditure	Consolidated Gross expenditure*	Consolidated Gross income*	Consolidated Net Expenditure*
	£'000	£'000	£'000	£'000	£'000	£'000
Adults and Communities	125,239	(34,330)	90,909	127,997	(33,470)	94,527
Central Expenses	4,384	(8,332)	(3,948)	24,935	(23,564)	1,371
Commissioning Group	294,040	(264,569)	29,471	324,964	(287,932)	37,032
Customer and Support Group	41,259	(6,836)	34,423	28,549	(1,610)	26,939
Education and Skills	310,410	(268,581)	41,829	269,740	(237,271)	32,469
Family Services	61,710	(4,359)	57,351	57,210	(5,186)	52,024
Housing Needs and Resources	28,530	(21,214)	7,316	22,169	(16,363)	5,806
Local Authority Housing (HRA)	30,183	(63,245)	(33,062)	9,044	(61,152)	(52,108)
Parking and Infrastructure	23,965	(24,398)	(433)	7,403	(5,755)	1,648
Public Health	18,656	(18,191)	465	15,746	(16,191)	(445)
Regional Enterprise	22,988	(23,030)	(42)	33,049	(26,027)	7,022
Street Scene	40,776	(6,362)	34,414	30,353	(4,107)	26,246
Other	7,881	(3,288)	4,593	9,318	(2,608)	6,710
Deficit on Continuing Operations	1,010,021	(746,735)	263,286	960,477	(721,236)	239,241
Other Operating Expenditure	9,970		9,970	7,833	-	7,833
Financing and Investment Income and Expenditure	30,640	(6,508)	24,132	30,601	(14,201)	16,400
Taxation and Non-Specific Grant Income	-	(299,896)	(299,896)	-	(294,821)	(294,821)
Surplus on Provision of Services			(2,508)			(31,347)
Surplus on revaluation of non-current assets			(10,471)			(33,794)
Remeasurement of the net defined benefit liability			48,366			(27,821)
Corporate taxation			24			45
Other Comprehensive Income and Expenditure			37,919			(61,570)
Total Comprehensive Income and Expenditure			35,411			(92,917)

Group Accounts

Group Movement in Reserves Statement

Consolidated Movement in Reserves Statement 2016/17

	General Fund Balance	Earmarked Reserves	Housing Revenue Account	Capital Receipts Reserve	Major Repairs Reserve	Capital Grants Unapplied	Total Useable Reserves	Total Unusable Reserves	Total Authority Reserves
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance as at 31 March 2016	26,170	112,000	8,820	40,175	23,213	75,243	285,621	435,909	721,530
Surplus / (deficit) on provision of services	(27,219)	-	29,727	-	-	-	2,508	-	2,508
Other comprehensive expenditure and income	(24)	-	-	-	-	-	(24)	(37,895)	(37,919)
Total comprehensive income and expenditure	(27,243)	-	29,727	-	-	-	2,484	(37,895)	(35,411)
Adjustments between accounting basis and funding basis under regulations	8,860	-	(26,058)	(4,687)	(5,138)	(1,360)	(28,383)	28,383	-
Net increase / (decrease) before transfers to earmarked reserves	(18,383)	-	3,669	(4,687)	(5,138)	(1,360)	(25,899)	(9,512)	(35,411)
Transfer to / (from) earmarked reserves	15,201	(15,201)	-	-	-	-	-	-	-
Increase / (decrease) in year	(3,182)	(15,201)	3,669	(4,687)	(5,138)	(1,360)	(25,899)	(9,512)	(35,411)
Balance as at 31 March 2017	22,988	96,799	12,489	35,488	18,075	73,883	259,722	426,397	686,119

Consolidated Movement in Reserves Statement 2015/16

	General Fund Balance	Earmarked Reserves	Housing Revenue Account	Capital Receipts Reserve	Major Repairs Reserve	Capital Grants Unapplied	Total Useable Reserves	Total Unusable Reserves	Total Authority Reserves
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance as at 31 March 2015	29,280	116,155	14,942	45,602	17,930	75,532	299,441	329,172	628,613
Surplus / (deficit) on provision of services	(20,202)	-	51,549	-	-	-	31,347	-	31,347
Other comprehensive expenditure and income	-	-	-	-	-	-	-	61,570	61,570
Total comprehensive income and expenditure	(20,202)	-	51,549	-	-	-	31,347	61,570	92,917
Adjustments between accounting basis and funding basis under regulations	(5,365)	-	(57,671)	(5,427)	5,283	(289)	(63,469)	63,469	-
Net increase / (decrease) before transfers to earmarked reserves	(25,567)	-	(6,122)	(5,427)	5,283	(289)	(32,122)	125,039	92,917
Transfer to / (from) earmarked reserves	22,457	(4,155)	-	-	-	-	18,302	(18,302)	-
Increase / (decrease) in year	(3,110)	(4,155)	(6,122)	(5,427)	5,283	(289)	(13,820)	106,737	92,917
Balance as at 31 March 2016	26,170	112,000	8,820	40,175	23,213	75,243	285,621	435,909	721,530

Group Accounts

Group Balance Sheet	31 March 2017		31 March 2016*	
	£'000	£'000	£'000	£'000
Property, plant and equipment	1,297,469		1,226,356	
Heritage assets	1,567		1,567	
Investment properties	123,371		117,124	
Intangible assets	7,228		8,084	
Long term debtors	1,212		830	
Long term investments	5,011		12,973	
Total Long Term Assets		1,435,858		1,366,934
Inventories	314		608	
Short term investments	62,167		126,418	
Short term debtors	175,627		121,208	
Assets held for sale	-		-	
Cash and cash equivalents	52,904		61,873	
Total Current Assets		291,012		310,107
Short term creditors	(132,912)		(114,367)	
Short term borrowing	(1,434)		(1,433)	
Cash and cash equivalents				
Provisions	(7,920)		(6,340)	
Total Current Liabilities		(142,266)		(122,140)
Long term borrowing	(304,699)		(304,704)	
Provisions	(7,088)		(6,616)	
Pensions Scheme	(570,723)		(505,650)	
Long term lease	(15,974)		(16,401)	
Total Long Term Liabilities		(898,484)		(833,371)
Net Assets		686,119		721,530
Usable reserves	259,722		285,621	
Unusable reserves	426,397		435,909	
Total Equity		686,119		721,530

Group Accounts

Group Cash flow Statement

This consolidated statement summarises the movement within the group both for capital and revenue purposes.

	2016/17		2015/16*	
	£'000	£'000	£'000	£'000
Net surplus on the provision of services	2,508		31,347	
Adjustment to surplus or deficit on the provision of services for non-cash movements	36,201		22,041	
Adjustment for items included in the net surplus or deficit on the provision of services that are investing and financing activities	(53,804)		(54,176)	
Net cash flows from operating activities		(15,095)		(788)
Net cash flows from investing activities		6,985		(48,541)
Net cash flows from financing activities		(859)		(2,616)
Net increase or decrease in cash and cash equivalents		(8,969)		(51,945)
Cash and cash equivalents at the beginning of the reporting period		61,873		113,818
Cash and cash equivalents at the end of the reporting period		52,904		61,873

*re-stated

Notes to Group Accounts

1. Introduction

For a variety of legal, regulatory and other reasons, local authorities often choose (or are required) to conduct their activities not through a single legal entity but through two or more legal entities which fall under their ultimate control. For this reason the financial statements of the local authority do not necessarily, in themselves, present a full picture of its economic activities or financial position. Because of this, the Code requires a local authority to prepare group accounts if it has a control over one or more other legal entities. The aim of the group accounts is to give an overall picture of the extended services and economic activity that is under the control of the local authority.

The London Borough of Barnet (the reporting authority) has two subsidiary companies:

- The Barnet Group Ltd. The London Borough of Barnet owns 100% of the share capital of The Barnet Group Ltd. The Barnet Group Ltd owns 100% of the share capital of Your Choice (Barnet) Ltd. The Barnet Group Ltd is the sole member and guarantor of Barnet Homes Ltd, a company limited by guarantee. Two subsidiaries were added to the Barnet Group in 2016/17, Open Door Homes Ltd which is a company limited by shares, 100% of which are owned by The Barnet Group Ltd, and TBG Flex Ltd a company also limited by shares and 100% owned by The Barnet Group Ltd. The Barnet Group Ltd has a board consisting of nine members, of which two are members of the council.
- Barnet Holdings Ltd. The London Borough of Barnet owns 100% of the share capital of Barnet Holdings Ltd. who own 49% of the share capital in the joint venture in Regional Enterprise Ltd. The joint venture is owned with Capita plc. The council's Chief Executive and Leader are company directors of Barnet Holdings Ltd and Regional Enterprise Ltd.

2. Basis of Consolidation

The group income and expenditure account, group balance sheet, group movement in reserves statement and group cash flow statement have been prepared by consolidating the accounts of the reporting authority (London Borough of Barnet) and its subsidiaries (the Barnet Group Ltd and Barnet Holdings) on a line by line basis. The accounts of the Barnet Group Ltd have been prepared using similar accounting policies and practices to that of the reporting authority. However some accounting policies and practices do differ in some respects from the authority's due to legislative requirements. The accounts of Barnet Holdings have been prepared in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice). The accounts have been prepared under FRS 102. Any material differences are highlighted within the accounts themselves.

The detailed accounting policies are disclosed in note 1 of the notes to the London Borough of Barnet single entity accounts.

3. The Barnet Group Ltd, a Local Authority Trading Company

i) Nature of the business

The London Borough of Barnet contracts with The Barnet Group Ltd for the provision of adult social care services and housing management services. The Barnet Group Ltd then

Group Accounts

contracts on a back to back basis with Your Choice (Barnet) Ltd and Barnet Homes Ltd in respect of adult social care services and housing management services respectively. As a result, The Barnet Group Ltd receives the management fee from The London Borough of Barnet on behalf of Barnet Homes Ltd and Your Choice (Barnet) Limited. It also invoices for ad hoc services on behalf of the two companies.

ii) Relationship with the authority

Under the Code, The Barnet Group Ltd is deemed a wholly owned subsidiary of Barnet Council. As such, the council is required to consolidate the financial statements of the Barnet Group Ltd with its own (single entity) accounts in order to form group accounts.

iii) Financial performance

In 2016/17 the company made an operating loss of £0.007m (£0.207m profit in 2015/16).

iv) Transactions with the company

The authority paid and received from the company £66.128m and £7.410m in 2016/17 for the provision of housing management services and repair and maintenance works to housing stock (£60.001m and £5.676m in 2015/16) respectively. The outstanding balances owed to and from The Barnet Group Ltd at 31 March 2017 were £5.077m and £12.974m (£9.305m and £11.743m in 2015/16) respectively.

4. Barnet Holdings Ltd

i) Nature of the business

The London Borough of Barnet contracts with Regional Enterprise Ltd for the provision of development and regulatory services in the borough.

ii) Relationship with the authority

Under the Code, Barnet Holdings Ltd, (Company Registration No. 08632530), is deemed a wholly owned subsidiary of Barnet Council. As such, the council is required to consolidate the financial statements of Barnet Holdings Ltd with its own (single entity) accounts in order to form group accounts. Barnet Holdings Ltd's single entity accounts have been prepared in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice). The accounts have been prepared under FRS 102. Barnet Holdings is exercising the subsidiaries exemption, where the entity is exempt from the requirements of this Act relating to the audit of accounts under section 479A of the Companies Act 2006.

iii) Financial performance

The company has not traded during the financial year. During the current and prior year, the company received no income and incurred no expenditure and therefore made neither profit nor loss.

iv) Transactions with the company

The outstanding balance owed from Barnet Holdings Ltd at 31 March 2017 was £48 (£48 in 2015/16).

Group Accounts

5. Group Cash Flow Statement

The group cash flow statement, prepared in accordance with the Code, forms part of the group accounts. The group cash flow statement shows the movement of cash in and out of the group. However, cash flows relating internally to the group are eliminated as are any intra-group gains and losses. Only cash receipts and payments that flow to and from the group as a whole are included.

6. Pension Reserve and Creditors

The London Borough of Barnet is required to prepare group accounts consolidating its subsidiaries where they have a material interest in the subsidiaries. The interest in the subsidiaries is considered material due to the respective pension scheme/reserve of the subsidiaries and the creditor balances. As such, the relative single entity pension funds, creditors and the consolidated group pension fund are highlighted below.

Pension scheme

	2016/17 £'000	2015/16 £'000
Single entity accounts		
London Borough of Barnet	532,641	469,137
The Barnet Group Ltd	38,082	36,513
Barnet Holdings Ltd	-	-
Total	570,723	505,650
Group Accounts		
Group	570,723	505,650

The assumptions used and the detailed breakdown of the London Borough of Barnet Pension balance of £570.723m can be seen in note 44 to the single entity accounts.

The Barnet Group Pension Liability

	31 March 2017 £'000	31 March 2016 £'000
Present Value of Funded Obligation	(95,767)	(84,769)
Fair Value of Scheme Assets (bid value)	58,300	48,822
Net liability	(37,467)	(35,947)
Present Value of Unfunded Obligation	(615)	(566)
Net liability in statement of financial position	(38,082)	(36,513)

Group Accounts

Reconciliation of opening and closing balances of the present value of the defined benefit obligation

	2016/17	2015/16
	£'000	£'000
Opening Defined Benefit Obligation	85,335	86,885
Current service cost	2,853	3,056
Interest cost	3,205	2,941
Change in financial assumptions	12,213	(6,758)
Change in demographic assumptions	914	-
Experience gain on defined benefit obligation	(7,148)	(8)
Estimated benefits paid (net of transfers in)	(1,699)	(1,495)
Past service cost	-	25
Contributions by Scheme participants	734	714
Unfunded pension payments	(24)	(25)
Closing Defined Benefit Obligation	96,383	85,335

Reconciliation of opening and closing balances of the fair value of scheme assets

	2016/17	2015/16
	£'000	£'000
Opening fair value of scheme assets	48,822	47,884
Interest on assets	1,847	1,660
Return on assets less interest	5,903	(2,537)
Administration expenses	24	(54)
Contributions by employer including unfunded benefits	2,669	2,675
Contributions by scheme participants	734	714
Estimated benefits paid (net of transfers in)	(1,699)	(1,520)
Fair value of scheme assets at end of period	58,300	48,822

Glossary

For the purpose of compiling the statement of accounts, the following definitions have been adopted:

Accounting policies

Those principles, bases, conventions, rules and practices applied by an entity that specify how the effects of transactions and other events are to be reflected in its financial statements through:

- (i) recognising
- (ii) selecting measurement bases for, and
- (iii) presenting assets, liabilities, gains, losses and changes to reserves.

Accounting policies define the process whereby transactions and other events are reflected in financial statements. For example, an accounting policy for a particular type of expenditure may specify whether an asset or a loss is to be recognised, the basis on which it is to be measured and where in the revenue account or balance sheet it is to be presented.

Accounting standards

A set of rules explaining how accounts are to be kept. By law, local authorities must follow 'proper accounting practices', which are set out in Acts of Parliament and in professional codes and statements of recommended practices. These standards make comparability, among other things, possible.

Accrual

The recognition of income and expenditure as it is earned or incurred, as opposed to when cash is received or paid.

Actuarial gains and losses

These arise where actual events have not coincided with the actuarial assumptions made for the last valuations (known as experience gains and losses) or the actuarial assumptions have been changed.

Assets

These can either be:

- Long term (non-current), tangible assets that give benefits to the authority for more than one year.
- Property, plant and equipment assets which are held for use in the production or supply of goods and services, for rental to others, or for administrative purposes.
 - Community assets - assets that the local authority intends to hold in perpetuity, that have no determinable useful life and that may have restrictions on their disposal. Examples include parks.
 - Council dwellings - these are residential properties owned by the council providing homes for social rent.
 - Operational land and buildings – these are owned by the council to provide services to the community. Examples include leisure centres, libraries and museums.
 - Vehicles - these assets are used by the council for the direct delivery of services, for example waste disposal vehicles.
 - Equipment, held by the local authority in the delivery of those services for which it has either a statutory or discretionary responsibility or for the service or strategic objective of the authority.
 - Infrastructure assets - fixed assets that are inalienable, expenditure on which is recoverable only by continued use of the asset created. Examples of such fixed assets are highways and footpaths that cannot be transferred to another owner.
 - Surplus assets - no longer used by the council and held pending sale or regeneration.
- Investment property is property (land or a building, or part of a building, or both) held solely to earn rentals or for capital appreciation or both.
- Intangible assets - these are usually stand-alone intellectual property rights such as software licences that, although they have no physical substance, provide a benefit for more than the year.

Amortisation

Glossary

A measure of the cost of economic benefits derived from intangible assets that are consumed during the period.

Associate company

An organisation is an associate of a parent local authority where the authority holds a long term, participatory interest and is in a position to exercise a significant but not dominant influence over that organisation.

Balance Sheet

A statement of the recorded assets, liabilities and other balances at the end of an accounting period.

Billing authority

A local authority empowered to set and collect council tax, and manage the collection fund, on behalf of itself and precepting authorities in its area.

Business Rate Supplement (BRS)

The Business Rate Supplements Act 2009 enables levying authorities – county councils, unitary district councils and, in London, the Greater London Authority - to levy a supplement on the business rate to support additional projects aimed at economic development of the area.

Capital expenditure

Expenditure on the acquisition, construction, enhancement or replacement of a non-current asset, for example schools

Collection fund

The fund, administered by a billing authority, into which council taxes are paid, and from which payments are made to the general fund of billing and major precepting authorities. NNDR collected by a billing authority is also paid into the fund before being distributed to central government and local authorities.

Deferred capital receipts

These represent amounts derived from the sale of assets, which will be received in instalments over agreed periods of time, such as payments from mortgages on the sale of council houses.

Defined benefit scheme

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

Defined contribution scheme

A pension or other retirement benefit scheme into which an employer pays regular contributions fixed as an amount or as a percentage of pay and will have no legal or constructive obligation to pay further contributions if the scheme does not have sufficient assets to pay all employees benefits relating to employee service in the current year and prior periods.

Depreciation

The measure of the cost of the economic benefit of the tangible fixed asset consumed during the period.

Events after the balance sheet date (post balance sheet events)

Events after the balance sheet date are those events, favourable or unfavourable, that occur between the balance sheet date and the date when the statement of accounts is authorised for issue.

Inventories

Glossary

The amount of unused or unconsumed stocks held in expectation of future use. When use will not arise until a later period, it is appropriate to carry forward the amount to be matched to the use or consumption when it arises.

General fund

The account that revenue expenditure and income is charged for the council's services (excluding the HRA).

Government grants

The amounts of money the authority receives from the Government and inter-government agencies to help fund both general and specific activities.

Heritage assets

A heritage asset is an asset with historical, artistic, scientific, technological, geophysical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture. Heritage assets are those assets that are intended to be preserved in trust for future generations. Examples of heritage assets are historical buildings, archaeological sites, civic regalia, orders and decorations (medals), museum and gallery collections and works of art.

Historic cost

The original cost of the asset when it was first acquired.

Housing revenue account (HRA)

The account which is charged with the income and expenditure for the provision of council housing.

Impairment

A reduction in the value of a non-current asset, greater than normal depreciation, below its carrying amount on the balance sheet.

Joint venture

A joint venture is where a parent local authority holds an interest on a long term basis in an organisation and that organisation is jointly controlled by the local authority and one or more other entities under a contractual arrangement.

Leases

These may be finance leases that transfer the risks and rewards of ownership of an asset to the authority. Alternatively they may be operating leases that are more akin to a hire agreement.

Liabilities

Amounts the authority either owes or anticipates owing to others, whether they are due for immediate payment or not.

Major repairs reserve (MRR)

This reserve is for capital expenditure on HRA assets.

Minimum revenue provision (MRP)

The minimum amount that the council must charge to the revenue account in the year in respect of the repayment of debt.

Non-domestic rates (NDR)

Rates are payable on business premises based on their rateable value and a national rate poundage multiplier. Barnet acts as the "billing authority" for its area and under the localised business rates regime retains 30% of the net yield from business rates with the Greater London Authority receiving 20% and central government the other 50%.

Glossary

Net book value (NBV)

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

Operational assets

Non-current assets held and occupied, used and consumed by the local authority in the direct delivery of those services for which it has either a statutory or discretionary responsibility or for the service or strategic objectives of the authority.

Outturn

Actual income and expenditure in a financial year.

Pension funds

For the Local Government Pension Scheme, these are the funds that invest employers' and employees' pension contributions in order to provide pensions for employees on their retirement and pensions for employees' dependants in the event of death of the employee.

Prior period adjustments

Material adjustments, applicable to prior years, arising from changes in accounting policies, or from the correction of material errors. They do not include normal recurring corrections or adjustments of accounting estimates made in prior years.

Precept

The amount of income demanded of the collection fund by an authority entitled to such income.

Preceptor

An authority entitled to demand money of the collection fund. The preceptors on Barnet's collection fund are the council itself, the Greater London Authority and the Government.

Provisions

Amounts held against specific potential liabilities or losses where there is uncertainty as to amounts and/or due dates.

Prudential borrowing

Borrowing by local authorities without government financial support, but in accordance with the CIPFA Prudential Code for local authority borrowing.

Prudential Code

A professional code of practice prepared by CIPFA, for the prudential system introduced on 1 April 2004. Local authorities are required by legislation to have regard to this code.

Public Works Loan Board (PWLb)

A Government body that lends money to local authorities for periods in excess of one year, often at preferential interest rates.

Rateable value

Assessment of a property's value from which rates payable are calculated.

Revenue expenditure funded from capital under statute (REFCUS)

REFCUS represents expenditure that may be classified under legislation as capital, but does not result in the creation of a fixed asset on the balance sheet.

Related parties

Glossary

Two or more parties are related parties when at any time during the financial period:

- (i) one party has direct or indirect control of the other; or
- (ii) the parties are subject to common control from the same source; or
- (iii) one party has influence over the financial and operational policies of the other party to the extent that the other party might be inhibited from pursuing at all times its own separate interests; or
- (iii) the parties, in entering into a transaction, are subject to influence from the same source to such an extent that one of the parties to the transaction has subordinated its own separate interest.

Related party transactions

A related party transaction is the transfer of assets or liabilities or the performance of services by, to or for a related party irrespective of whether a charge is made.

Reserves

Amounts prudently held to cover future financing commitments. Payments to reserves are not counted as service expenditure. Payments from reserves are passed through service revenue accounts unlike provisions which are not. Earmarked reserves are allocated for a specific purpose. Unallocated reserves are described as balances.

Revenue support grant

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

Substance over form

There is a requirement that the substance (real effect on the authority) of a transaction is reported rather than just actual monetary movements (substance over form) at the time they happen. That is, future liabilities or gains are recognised in the accounts when they are incurred rather than just when paid for or received.

The Code

The Code includes guidance in line with IFRS, IPSAS and UK GAAP Accounting standards, it sets out the accounting practice to adopt for the Statement of Accounts.

Useful life

The period over which the local authority will derive benefits from the use of a fixed asset.

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LONDON BOROUGH OF BARNET

Annual Governance Statement 2016-2017



CERTIFICATION

To the best of our knowledge, the governance arrangements, as defined have been effectively operating during the year 2016/17 with the exception of those areas identified in Section 4.

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

We are satisfied that these steps will address the need for improvements that were identified during the review of effectiveness and will monitor their implementation and operation as part of our next annual review.

SIGNED: _____

Date: _____

Leader of the Council

SIGNED: _____

Date: _____

Chief Executive

1. INTRODUCTION

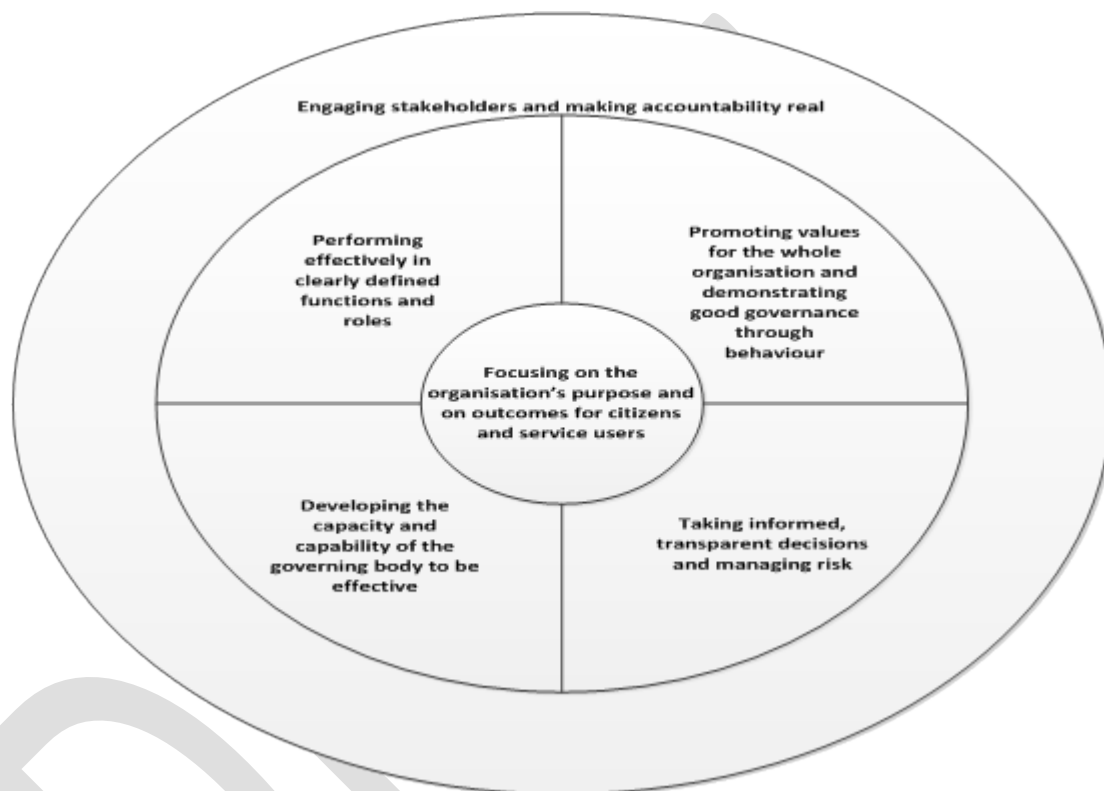
- Barnet Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively.
- The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to economy, efficiency and effectiveness.
- In discharging this overall responsibility the Council is also responsible for putting in place proper arrangements for the governance of its affairs and facilitating the effective exercise of its functions including the management of risk.
- Barnet Council has approved and adopted a Code of Corporate Governance, which is consistent with the principles of the 2012-2016 CIPFA/SOLACE Framework Delivering Good Governance in Local Government. This statement explains how the Council has complied with the code and also meets the requirements of regulation 6[1] and 6[2] of the Accounts and Audit Regulations 2015 in relation to the publication of an annual governance statement.
- The current Code of Corporate Governance is included within the Constitution and is in the process of being reviewed and updated in accordance with new CIPFA/SOLACE revised guidance and principles issued at the end of 2016 for adoption and implementation with the Council during 2017/18.

2. THE GOVERNANCE FRAMEWORK

- The governance framework encompasses the systems and processes, culture and values, by which the Council is directed and controlled together with the activities through which it accounts to, engages with and leads the community. It enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.
- The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level – it cannot eliminate all risk only provide reasonable not absolute assurance of effectiveness.
- The system is based on an on-going process designed to (i) identify and prioritise the risks to achievement of the Council's policies, aims and objectives, (ii) evaluate the likelihood of those risks being realised together with the impact should they be realised, and (iii) manage them efficiently, effectively and economically.
- The governance framework has been in place within Barnet London Borough Council for the year ended 31 March 2017 and up to the date of approval of the annual report and accounts.

3. HOW DO WE KNOW OUR ARRANGEMENTS ARE WORKING?

The Council's governance environment is consistent with the six core principles of the CIPFA/SOLACE 2012 framework, within each principle we have identified the sources of assurance. The current Code of Corporate Governance is included within the Constitution and is in the process of being reviewed and updated in accordance with new CIPFA/SOLACE revised guidance and principles issued at the end of 2016 for adoption and implementation with the Council during 2017/18.



The key elements of the principles can be summarised as follows:

3.1 Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area

- Members, working with officers, have developed a clear vision of their purpose and intended outcomes for citizens and services user.
- The Corporate Plan approved by Full Council sets out the Council's vision up to 2020.
- Commissioning Plans, each one approved by the relevant Theme Committee set out the strategic priorities and commissioning intentions for the next five years and also performance measures for each Committee.
- In place is our Customer Care Charter where we state there is a '*...need to be clear about the services we can and can't provide; sometimes other organisations will be better placed to meet your needs.*'

Assurance received

- Published Corporate Plan 2015-2020 and further addendum to the Corporate Plan as approved at Full Council on 7 March 2017.

- Theme Committees approved five year Commissioning Plans (2015-2020) at the start of the 2015/16 financial year. Theme Committees are currently in the process of approving Commissioning Plan 2017/18 addendums for the 2017/18 financial year.
- Published Customer Care Charter
- Internal Audit & Anti-Fraud Strategy and Annual Plan 2016/17 – supports the delivery of Council's key objectives by providing an auditor judgement on the effectiveness of the management of the risks associated with delivery of the Council's services.

3.2 Members and officers working together to achieve a common purpose with clearly defined functions and roles

- Ultimate strategic direction and control lies with elected Members who collectively are responsible for the governance of the Council. Officers are responsible for delivering the strategic direction and outcomes set by Members.
- The Council's constitution provides a summary and explanation of how the Council operates. It documents the terms of references for committees and the appropriate point of authority for decisions, rules of procedure, plus various codes and protocols, including a protocol for working arrangements between Members and officers. Further documented is a scheme of delegated authority to officers which defines how chief officers delegate the operational decisions within their respective remits. As such, the constitution augments the statutory framework in setting out the Council's decision making powers.
- The Council's governance structure, a 'committee system', which is distinct from a leader/cabinet model, permits cross-party political discussion at all committee meetings.
- As Head of Paid Service the Chief Executive and Chief Officers work closely with elected Members to deliver:
 - Strategic direction – ensuring all staff understand and adhere to the strategic aims of the organisation and follow the directions set by Members.
 - Policy advice – act as principal policy advisers to Members, to lead the development of work strategies to deliver set by Members.
 - Partnerships – leading and developing strong partnerships to achieve improved outcomes and better public services for citizens and service users.
 - Operational management – overseeing financial and performance management, risk management, people management and change management within the Council.

Assurance received

- The following are included in the Council's constitution which is published on our website:
 - Protocols for Member/officer relations
 - Functions delegated to committees
 - Functions of authority delegated to officers
 - Who constitutionally are the designated Chief Officers and their functions as Statutory Officers
 - Regular briefings between Chief Officers, the Leader and Deputy Leader
 - Meetings with Committee Chairman take place in support of the committee system. There are also similar regular briefings between chief officers and Members of the opposition.
- Development of the Corporate Plan: Members and officers working together in consultation with the local community and key stakeholders.

3.3 Promoting values for the authority and demonstrating the values of good governance through upholding standards of conduct and behaviour

- The Council recognises that good governance is underpinned by shared values demonstrated in the behaviours of its Members, staff and partners.
- The codes of conduct and protocols set out in the constitution document the expected standard of conduct and personal behaviour of Members and staff.
- The Council has a Standards Committee with independent persons available to chair that determines alleged breaches of the Code of Conduct for Members
- Managing the risk of fraud – the Council is committed to tackling fraud, abuse and other forms of malpractice. Allegations are investigated independently by the Corporate Anti-Fraud Team which ensures that the corrective action taken is robust.
- Contained within the Employee Handbook are relevant policies from the Counter Fraud Framework Manual, which sets out the Council's Whistleblowing Policy Statement and Procedure and the Fraud Policy Statement and Procedure.
- The Assurance Director is responsible for delivering all assurance functions including the Corporate Anti-Fraud Team, Internal Audit and Governance Service all of which contribute to supporting good governance. The Monitoring Officer is responsible for making sure that decisions are made not only in accordance with the constitution but are within the appropriate legal framework. The Monitoring Officer has a duty to promote and maintain high standards of conduct by supporting the Constitution, Ethics and Probity Committee. In addition, the Monitoring Officer has a duty to conduct investigations into alleged breaches of the Members Code of Conduct.
- Contract Procedure Rules (CPRs) set out in the constitution, provide the governance structure within which the Council may procure works, supplies and services.

Assurance received

- Standards of conduct and personal behaviour are communicated in a number of ways including the following:
 - Codes of conduct for Members and officers set out in the Constitution.
 - Register of interests for both Members/officers with guidance
 - Declaration of gifts and hospitality with guidance
 - 'Our Stars' staff award is a scheme that recognise outstanding practice and those who go the extra mile for the good of our community. It further seeks to encourage employees to contribute to new ideas and innovate.
- Published Corporate Complaints Policy
- Published guidance on complaints about (i) the conduct of a Member, and (ii) Council services.
- The Whistleblowing Policy aims to encourage staff and others to feel confident in raising serious concerns by providing clear avenues through which those concerns can be raised and reassuring staff who raise concerns that they will not be victimised if they have a reasonable belief and the disclosure was made in good faith.
- The Counter-Fraud guidance is designed to assist in both the detection and reporting of fraud.

3.4 Taking informed and transparent decisions which are subject to effective scrutiny and managing risk

- The decision making framework and scheme of delegated authority to officers are contained within the constitution and reviewed regularly. They make sure the committee and decision making processes are open, transparent and free from bias and conflict of interests.
- Committee work programme – this is a programme listing the decisions that will be made during the municipal year either by the committee or Full Council. Further detailed in the document is the intended date of decision, a brief description of the decision requested and the lead officer.

- The Council's revised Risk Management Framework was approved by Performance and Contract Management Committee on 5 January 2017. The updated framework has been embedded across service areas, commissioned services and projects and programmes. The Strategic Risk Register and escalated service risks are reviewed by Chief Officers on a quarterly basis and reported to Performance and Contract Monitoring (PCM Committee) as was the arrangement under the previous framework.
- Senior officers (including the Section 151 Officer and the Monitoring Officer) support Members in the policy and decision making process by providing assessments and advice.
- The implementation of decisions is made in a manner that promotes the Council's vision and values.
- The Audit Committee provides independent assurance of the adequacy of the internal control environment, and oversees the financial reporting process. Appointed to the Committee are two independent members.

Assurance received

- Publication of committee agendas, reports and decisions on the website. Publication of officer decisions on the website. Committee's terms of reference and procedure rules are set out in the constitution.
- Monthly publication of theme committee work programmes.
- Scrutiny and reporting on performance via the Performance and Contract Monitoring Committee.
- Audit Committee Annual Report which is ratified by Full Council.
- The risk management framework was reviewed during 2016-17 year and an updated version was approved by Performance and Contract Management Committee on 5 January 2017. The Strategic Risk Register and escalated service risks are reviewed by Chief Officers at the Council's Strategic Commissioning Board (SCB) on a quarterly basis.
- Internal Audit Opinion and CAFT Annual and Quarterly reports.
- External Auditors Annual Letter.
- Internal Audit continues to review and report on Risk Management arrangements and provide a statement on the adequacy of risk management arrangements across the Council.
- Business Planning 2016/17 - 2019/2020 –General Budget Consultation 2016/17. The final consultation findings are published and presented for consideration by Full Council as part of the Business Planning Report.
- The 2017/18 Business Plan was approved by Full Council on 7 March 2017.

3.5 Developing the capacity and capability of Members and officers to be effective

- Member Development sessions are held to brief Members on relevant areas of legislation on key areas and issues covering areas such as planning, safeguarding, growth and regeneration, new contracts, etc. Members may request attendance on relevant external courses; such as skills based training on public speaking or presentation skills etc.
- There is an ongoing management development programme in place to meet specific needs across the organisation both qualifications based and developmental workshops.
- Bi-Annual Staff Survey helps the organisation understand where possible changes can be made.
- The Council is committed to ensuring that our staff receive a comprehensive induction which includes a video of the Leader introducing Barnet and introduction to the organisation, but equally recognises that individual employees have to take ownership of this. Induction into Barnet focuses on five key areas:
 - On-boarding – this site is on the internet and once candidates have accepted an offer of employment they are provided with the link. This site contains information about the Council, how it operates, the services we provide, local information

- Corporate Induction – this is a half day event led by the Chief Executive and finishes with a tour of the borough and a discussion about the corporate plan.
- Local Induction – Each delivery unit holds a local event with a tailored programme centred on the Department and business units.
- E-Learning – takes new starters through a comprehensive programme of all areas staff need to have knowledge of e.g. health & safety, information management, fraud awareness, HR, finance, procurement
- Buddy scheme – upon arrival new starters are allocated a buddy who can navigate them around the building and support them during their first couple of months.

Assurance Received

- Member training and development.
- Each delivery unit is required to report to SCB on actions in response to the results of the bi-annual staff survey.
- Individual staff learning and development plans captured as part of Performance Review process.
- Corporate Induction for every new employee.
- Each ward now has an officer from the Senior Leadership team assigned as the lead link officer who offers to meet and/or go out around the ward with the ward Councillors and takes an interest in helping to resolve any issues.

3.6 Engaging with local people and other stakeholders to ensure robust public accountability

- The Council regularly engages and consults with residents on a range of local and diverse issues.
- The outcome and results of all consultations are published on the website and where it relates to a policy/strategy, the information is presented to the relevant Committee.
- The Resident's Perception Survey is currently conducted twice a year to help inform our new performance management system more regularly.
- A proportion of Community Infrastructure Levy funding is allocated to Area Committees for spending on local environmental projects brought forward by Members on behalf of residents. The Council also operates a Corporate Grants Programme to support local charities and community groups and has recently launched a Crowdfunding platform to support local initiatives.
- The Communities Together Network; This is a community resilience forum and is designed to operate at a proactive and reactive level in response to any emergency incidents, so that emergency services and the community can work together to monitor, understand, reduce and prevent community tension. It also forms part of the Council's continuing commitment and refreshed approach to equalities.
- Members of the public are able to make representations at committees via the public questions and comments process.

Assurance Received

- Business Planning 2016/17-2019/2020 - General Budget Consultation 2016/17. The final consultation findings are published and presented for consideration by Full Council as part of the Business Planning Report.
- Annual Equalities Report approved by Policy and Resources Committee
- 6-monthly Resident Perception survey
- The Area Committee Budget and application process has been agreed by the Policy & Resources Committee and Community Leadership Committee respectively.
- The Communities Together Network Annual Report is considered by Community Leadership Committee and published on the Council's website.
- Corporate Grant decisions taken by Community Leadership Committee.
- Crowdfunding platform launched July 2017 with a number of projects now 'live'.

4. SIGNIFICANT GOVERNANCE ISSUES – 2016/17

This year has been a period of continued financial pressures. Despite this challenging environment, there have been achievements and improvement in the Council's governance arrangements. Where we have identified areas for further improvement (see below) we will continue to take the necessary action to implement changes that will further develop our governance framework.

4.1 **Family Services OFSTED Inspection of services for children in need of help and protection, children looked after and care leavers, and review of the effectiveness of the Local Safeguarding Children Board'.**

Ofsted, the Office for Standards in Education, Children's Services and Skills, inspect and regulate services that care for children and young people, and services providing education and skills for learners of all ages.

Ofsted undertook an inspection of services for children in need of help and protection, children looked after and care leavers, and review of the effectiveness of the Local Safeguarding Children Board from 24 April 2017 to 18 May 2017. As a result of the inspection, Ofsted judged these services to be 'inadequate'.

The Council fully accepted the findings of the Ofsted report and in response has developed an action plan which sets out the continued improvement journey we need to make to transform our social care services for children, young people and their families from inadequate to outstanding.

Issues about the quality of children's social care services in Barnet were previously identified by the Council and presented to Members of Children's, Education, Libraries and Safeguarding (CELS)) Committee in September 2015 and July 2016. As a result the Council established a Social Work Improvement Board and began a major improvement programme working with Essex County Council as Improvement Partners.

Although there is emerging evidence of practice improvement, especially since the appointment of Practice Leaders in October, this is not sufficiently consistent and there needs to be, as Ofsted recommend *'...a continued and sustained focus on improving core social work practice strategically and operationally, to equip practitioners and managers to deliver good-quality services to children and their families'*.

The focus of the Improvement Action Plan is to enhance our practice leadership and core social work skills, ensuring that there is more understanding of the lived experience of children and young people and on improving their outcomes. This is to be achieved at pace.

A report was presented to the Council's Children, Education, Libraries & Safeguarding (CELS) Committee on the 18 July 2017. This report included the key findings from the inspection report as well as an overview of the draft 'written statement of action' (draft Improvement Action Plan) which the authority is required to complete and submit. The report also includes the immediate actions which have been undertaken since the Ofsted Inspection.

The report summarises guidance from Ofsted and the Department of Education in relation to Local Authorities which have received an overall judgement of inadequate. Ofsted will undertake a series of activities including an action planning visit, a programme of quarterly monitoring visits and a re-inspection once the period of monitoring has ended. The

authority is also subject to intervention by the Department of Education (DfE) until services are improved.

4.2 Electoral Services – Electoral Registration and Elections Continuous Improvement

It is a statutory requirement that the process of administering and running elections is held entirely separately from politicians.

The external and independent 'Review of Barnet's Electoral Registration and Elections Services' was conducted by Dr Dave Smith (former Returning Officer for Sunderland City Council) following the final recommendation from the Heath Investigation which was that Barnet's Returning Officer should *"...initiate a review of the way in which elections are delivered and how the electoral services function operates with a view to producing suitable recommendations on resources, future management, support arrangements, operating practices, compliance issues and responsibility/accountability for the electoral services function."*

In summary, Dr Smith's review found that the Electoral Registration and Elections Services in Barnet has strong and effective professional knowledge and experience and is compliant with both the law and Electoral Commission guidance, but that there are areas in which the services can be challenged to perform at a higher level and achieve beyond compliance.

Dr Smith's report proposed 16 recommendations for Barnet's Electoral Registration and Elections services. These recommendations are all accepted by the Council and the Returning Officer. They were reported to General Functions Committee (GFC) on the 9th November 2016 and agreed by the Committee.

Management will also be conducting a full internal review of the planning and implementation of all activities for the conduct of the General Election held on 8 June 2017. The 'Smith Review' reported to GFC on 9 November 2016, commended as good practice Barnet's use of such post-election reviews, and therefore these will now also be presented to GFC following each election in future.

Not surprisingly, the calling of a snap General Election posed significant logistical challenges for election teams and Returning Officers across the country, and overall, teams responded very well to this challenge. In Barnet the process for the administration of the General Election ran smoothly across all three Parliamentary constituencies and the level of turnout (both in-station and postal voting) across the constituencies indicates that voter engagement and participation was at an extremely high level.

The preparations in Barnet involved confirmation of nearly 100 polling venues (including in a few instances where pre-designated venues had to be replaced at very late notice), the count venue, and the coordination of multiple statutory processes that involved over 700 staff across polling stations, security and logistics, postal voting and finally, the count and declarations. It also involved providing additional resources to manage the typical surge in registration around national elections, as well as the preparation and issuing of polling cards, postal votes, proxy votes and so on. Further to this the requirements of staff recruitment and training and the preparation of materials and equipment for ballot boxes, polling stations and the count were all successfully delivered in just 50 days.

Although this snap General Election necessarily paused many of the planned activities to implement the complete suite of recommendations made by the Smith Review (and accepted in full by the current Returning Officer), these will now be rescheduled with progress also being reported to the General Functions Committee (GFC) during 2017/18.

4.3 Oversight, accountabilities and roles and responsibilities

The Head of Internal Audit's opinion identified oversight, accountabilities, and roles and responsibilities across commissioning, finance and contract management as a key area for improvement for 2016/17 this was also an area of improvement that was previously highlighted in the 2015/16 opinion.

In June 2017, the Chief Executive made changes to the roles and responsibilities of the Council's senior management team in order to ensure that accountabilities were clearer. A programme of work is under way, led by the Commercial Director to more precisely define accountabilities, roles and responsibilities with regards to commissioning and contract management, particularly of the Council's major contracts such as CSG, Re and Cambridge Education. This work is being progressed through an officer working group. Initial proposals have been developed and consultation is taking place with relevant stakeholders in order to refine and finalise those proposals. The remit of the working group includes ensuring that there are robust arrangements for the discharge of these roles and responsibilities through clearly defined contract management activities.

The overall governance and performance reporting framework is also being looked at, reviewed and updated as part of this programme. This is important, given that weaknesses were identified around clarity of accountabilities and responsibilities for discharging oversight and governance functions as well as clearly defining expectations and requirements in relation to services being provided by third parties through partnership agreements.

4.4 Health and Safety Compliance

The KPI measuring building compliance within the CSG Estates contract has been revised to fully encompass building compliance on the whole of the maintained estate i.e. all buildings for which LBB retains responsibility for repair & maintenance. Detailed compliance reports are being provided to LBB's Head of Estates as part of the monthly and quarterly reporting cycle, with any areas of risk highlighted, together with relevant mitigating actions. In addition, monthly performance meetings are being chaired by the LBB Head of Estates, at which such risks & issues will also be discussed. Significant risks will also be escalated to the CSG Partnership Operations Board (POB) and Strategic Commissioning Board (SCB) by the LBB Head of Estates and / or Head of Health, Safety & Wellbeing, as required.

Over the past nine months, over 300 statutory compliance tests have taken place across the maintained estate including testing for asbestos, fire safety and legionella. A small number of actions were identified and these were implemented. Moving forward, the Council, through its partnership with CSG, will continue to carry out health and safety compliance testing in accordance with statutory timetables.

Formal escalation procedures are now in place, should high risk issues with buildings be identified as part of routine compliance management. Similarly, formal escalation procedures are also in place to ensure that compliance in community schools is reported back to the Council by the schools in a timely fashion. This ensures that relevant senior personnel within LBB and CSG are made aware of issues as they are identified and that decisions relating to controlling risk can be made promptly.

The Capita National Compliance Team is also providing an important assurance function by holding weekly meetings with the local delivery team to ensure continuity in statutory

compliance practice. They will share performance reports, known issues and service shortfalls to relevant personnel both in LBB and CSG Estates, in order to highlight and / or escalate areas of non-compliance so that appropriate action can be taken in a timely manner.

The Council's actions in response to the fire on 14 June 2017 at Grenfell Tower in the Royal Borough of Kensington and Chelsea will be outlined in the 2017/18 Annual Governance Statement.

4.5 Pensions Administration

During 2016/17 the Director of Resources (Section 151 Officer) identified concerns relating to pensions administration in relation to: i) ensuring annual benefit statements are sent on time to scheme members in respect of 2016/17; ii) queries that have been open for longer than 12 months have some focused and senior input into reviewing to ensure they are resolved as soon as possible; iii) pensions returns are completed on time; and iv) regular reporting on management information to ensure robust internal processes.

A number of steps have been taken to improve focus on pensions administration including: regular meetings with Capita Employee Benefits Pensions Team to ensure that the Council receives timely management information and tasks / actions to improve reporting / compliance; undertaking a best practice review for the Local Pension Board to ensure that it can be an effective forum for scrutinising pensions administration, including providing the Board with relevant and accurate information to enable them to do that; improved reporting in relation to Admitted Bodies; and a review of complaints cases.

Pension's administration will continue to be a focus during 2017/18.

5. PREVIOUS YEAR'S SIGNIFICANT ISSUES UPDATE (2016/17)

Set out below are the governance issues identified for monitoring within 2016/17.

- 5.1 Having reviewed these issues we either: i) no longer consider them significant issues for 2016/17 as all associated actions have either been implemented or are in the process of being implemented; ii) or have noted where they have been carried forward as part of 2017/18 significant issues.

Electoral Services – Electoral Registration and Elections	Update	C/F to 17/18
<p>It is a statutory requirement that the process of administering and running elections is held entirely separately from politicians.</p> <p>During the London Mayor and GLA elections on 5 May 2016, voters in Barnet experienced problems with voting during the morning of the elections as a result of incomplete electoral registers being sent to the 155 Polling Stations across the borough. This led to a number of voters not being able to cast their vote during the morning of the 5 May 2016 – for which the Council apologised. An independent review was commissioned into what the caused the problem. The final report was published and recommendations from the independent review were accepted by the Chief Executive and reported to Barnet Council's General Functions Committee on 9th June.</p> <p>The recommendations were implemented prior to the referendum which was held on 23rd June and which ran effectively in Barnet. The Electoral Commission and Returning Officer for London were involved throughout to assure themselves of the appropriateness of the actions that the Council has taken.</p> <p>It was also recommended and agreed that a wider external review of the elections and electoral registration function be carried out. External challenge and a public call for evidence</p>	<p>The external and independent 'Review of Barnet's Electoral Registration and Elections Services' was conducted by Dr Dave Smith (former Returning Officer for Sunderland City Council) following the final recommendation from the Heath Investigation was that Barnet's Returning Officer should <i>"...initiate a review of the way in which elections are delivered and how the electoral services function operates with a view to producing suitable recommendations on resources, future management, support arrangements, operating practices, compliance issues and responsibility/accountability for the electoral services function."</i></p> <p>In summary, Dr Smith's review finds that the Electoral Registration and Elections Services in Barnet has strong and effective professional knowledge and experience and is compliant with both the law and Electoral Commission guidance, but that there are areas in which the services can be challenged to perform at a higher level and achieve beyond compliance.</p> <p>Dr Smith's report proposes 16 recommendations for Barnet's Electoral Registration and Elections services. These recommendations are all accepted by the Council and the Returning Officer and initial responses are contained within this report. They were reported at GFC Committee on the 9th November 2016 and agreed by the Committee. Work is underway within the service to implement them.</p>	<p>Yes</p>

will be part of this to ensure that public confidence is regained in the electoral processes in Barnet. The outcome of the review will be reported back to General Functions Committee in November.		
Information Technology (IT) - We recognise that Improvement is required to support services, with a particular focus on the IT service following a recent audit and service performance issues;	Update	C/F to 17/18
<u>IT Disaster Recovery (ITDR)</u> An audit was concluded in the last quarter of 2015/16 into the IT Disaster Recovery provision from CSG in relation of the requirements set out in the CSG contract. The limited assurance audit highlighted a number of areas of improvement: <ul style="list-style-type: none"> ➤ The governance of ITDR is not clear ➤ The disaster recovery requirements in the CSG are not being delivered by the ITDR project ➤ The inter-dependencies between systems has not been mapped and detailed recovery documentation is not available ➤ Interim ITDR arrangements are not documented or tested 	<p>Extensive work has taken place in 2016/17 to increase the robustness of IT Disaster Recovery arrangements. Remaining actions from the internal audits of ITDR have been completed, with the DR test taking place in February 2017 and the recovery manuals for all tiers now complete.</p> <p>Oversight continues on ITDR, with formal reports presented to the quarterly Business Continuity Forum and a regular cycle of testing in place.</p>	No
<u>IT Change Management</u> An audit was held in March 2016 to review the appropriateness and effectiveness of the Council's IT Change Management process, including related governance, policies, process, procedures and controls that are in place to manage changes to the IT applications and infrastructure that support the Council's services. The audit highlighted a number of areas for improvement; <ul style="list-style-type: none"> ➤ Process Lifecycle: <i>Control design</i> 	<p>There has been considerable emphasis in 2016/17 on improving the IT Change Management process. Following the initial internal audit and the follow-up, the remaining actions were reliant on the implementation of a new service desk toolset to put in place the required robust and auditable processes, along with the Configuration Management Database. This new toolset (ServiceNow) was implemented on schedule in June 2017.</p>	No

<ul style="list-style-type: none"> ➤ Change Testing & Validation: <i>Control design</i> ➤ Result of Sample Records Testing: <i>Operating effectiveness</i> ➤ Governance of IT Change Management: <i>Control design</i> ➤ Expectations Management: <i>Control design</i> 		
<p><u>Failure of the Library Management System</u></p> <p>In March 2016 the Vubis library management system failed meaning that the following services became unavailable for residents and library staff: the library catalogue, online library accounts for reservations and online renewals, some eBooks, extended hours opening at Edgware Library, PCs for use by children and teenagers, and the stock / acquisitions model for library staff. The library management system has been rebuilt and provided back for testing to Libraries staff on 31st March 2016. Following thorough testing, the system was operational again to the public on 11th April, with the online catalogue and ability to renew books online operational for residents on 6 May.</p>	Resolved and implemented at time of reporting 2015/16 AGS – however noted as part of overall ITDR issues.	No
Human Resources	Update	C/F to 17/18
<p><u>Unified Reward</u></p> <p>The Unified Reward project's aim is to ensure that those that work for Barnet have a simpler, fairer, more flexible reward framework that rewards performance. After extensive negotiation with the Unions and consultation with staff a collective agreement has been reached and outputs from Unified Reward are now being implemented. In order to communicate accurately with staff on the individual impact of Unified Reward to them personally there was an extensive refresh of the Establishment list in order to ensure that 1,600 letters to directly Council employed staff were 100% accurate. This extensive exercise has resulted in a very low error rate on individual staff letters.</p>	The 6 month audit follow up on the establishment confirmed that appropriate controls were in place and that all the actions were now implemented. The Unified Rewards project implementation achieved 100% accuracy which was a testimony to the required controls being practically implemented.	No

<p>We recognise that we need to have enhanced monitoring of how the Council complies across its services on the management and HR practices including appraisals, health and safety compliance and management of sickness absence, with particular regard to:</p> <p><u>Establishment lists</u></p> <p>Certain areas of weakness around establishment lists were identified as part of an audit review:</p> <ul style="list-style-type: none"> ➤ inaccurate establishment data ➤ the current change process does not operate at a sufficient enough level to function as intended. 		
<p><u>Children's Social Worker Recruitment</u></p> <p>Barnet like many local authorities nationally has experienced the pressures of trying to recruit and retain sufficient children's social workers to meet the increasing demand and to improve practice. To address this a recent extensive recruitment Campaign 'More to Believe In' has now been supplemented with other recruitment initiatives which include converting current agency staff into permanent roles and recruiting through Barnet Works. This has successfully reduced vacancies levels in social worker recruitment by 35 in the last few months.</p>	<p>There has been considerable emphasis on the recruitment and retention programme, which was recognised by Ofsted as 'innovative' during the recent inspection and working with Capita partners key achievements have included:</p> <ul style="list-style-type: none"> • A more stable workforce, turnover rate reduced from 39% (Sept 2015) to 12.76% (March 2017) as part of a focus on recruitment, development and retention of social workers and social work managers in frontline practice <p>The focus on recruitment, retention and workforce development will continue and form part of the Family Services Improvement Plan going forward.</p>	<p>Yes (include in Children's Social Care issues)</p>
<p>Safeguarding Risks – Social work practice (managing demand, transforming services)</p>	<p>Update</p>	<p>C/F to 17/18</p>
<p><u>Children's Social Care</u></p> <p>Ensuring the best possible social care practice for our most vulnerable children is a priority for us. We want to ensure improvement in the quality and consistency of social work practice across Children's Services is to ensure that the needs of our most vulnerable residents are met effectively and efficiently. We will achieve this by focusing on the three</p>	<p>Issues about the quality of children's social care services in Barnet were previously identified by the Council and presented to Members of Children's, Education, Libraries and Local Safeguarding (CELS)) Committee in September 2015 and July 2016. As a result the Council established a Social Work Improvement Board and began a major improvement programme working with Essex County Council as Improvement Partners.</p>	<p>Yes</p>

<p>improvement priorities:</p> <ul style="list-style-type: none"> ➤ empowering and equip the social care workforce to understand the importance of our model of resilience-based practice ➤ ensuring that social workers have the tools to effectively carry out their tasks ➤ Ensuring there are sufficient high quality social workers in Barnet to meet needs and demands. 	<p>This board oversaw the delivery of a major change programme which monitored the three improvement priorities.</p> <p>Some of the Key achievements to date have included:</p> <ul style="list-style-type: none"> ➤ 90% of social workers were trained in Signs of Safety to develop a unifying use of theoretical models of evidence-based social work practice ➤ More manageable social care workloads with a reduction from 37.5 cases (January 2016) to 12.7 cases (April 2017) in the Duty and Assessment team and from 18.7 cases to 14.6 cases in Intervention & Planning team over the same time period ➤ Creation of smaller social care teams to allow team managers to know both staff and families well. There was a reduction in the ratio of managers to social workers from 1:13 in April 2016 to 1:6 in April 2017 and additional management capacity in MASH. ➤ Positive results from social work survey (Jan 2017) ➤ Changes to service design to reduce the number of transfers between teams included a realignment of management arrangements for Early Help and Youth Offending to Children's Social Care improving interface and safeguarding oversight. There were also additional posts to support seamless transfer in No Recourse to Public Funds, Private Fostering and a CSE/Missing Co-ordinator. ➤ Improvements in appropriate practical support - removal of inefficient WISDOM system and configuring the Early Help system to enable partners to access. Over 130 IT issues were resolved including key changes to systems and forms in response to needs. ➤ The Chief Executive, along with partners of the Local Safeguarding Children's Board (LSCB), commissioned a review of the LSCB to understand the effectiveness. ➤ Monitoring in 2017/18 will include progress measures relating to social worker recruitment and retention as referred to above. <p>The service will continue to focus on the quality and consistency of practice;</p>	
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	<p>forming the basis of our improvement activity going forward.</p> <p>Ofsted undertook an inspection of services for children in need of help and protection, children looked after and care leavers, and review of the effectiveness of the Local Safeguarding Children Board from 24 April 2017 to 18 May 2017. As a result of the inspection, Ofsted judged these services to be 'inadequate'.</p> <p>Refer to section 4.1 for further details.</p>	
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<p><u>Adults Social Care</u></p> <p>Providing Adult Social Care services that are of consistently high quality is our top priority. The Council is required to carry out a range of statutory duties under the Care Act 2014 and other key legislation, including Safeguarding vulnerable Adults. We will do this by:</p> <ul style="list-style-type: none"> ➤ Developing of strengths based social work and occupational therapy practice is the priority in our adult social care service. ➤ Social workers will work more in communities and support individuals to prevent the escalation of need. Alongside this, the principles of 'Making Safeguarding Personal' will be embedded throughout the service in safeguarding practice. To support this practice development, a comprehensive staff development programme and refreshed quality assurance programme is being implemented. 	<p>Throughout the last year, we have continued to deliver improvements in adult social care practice. We identified improvements that could be made to ensure high quality supervision occurs consistently in both services as well as learning from statutory complaints received is systematically identified and embedded into practice.</p> <p>The strengths based approach has also been implemented amongst the social work and occupational therapy workforce, through a rolling learning and development programme, which included classroom based and field based training, reflective supervision and support from dedicated trainers and dedicated social work practice coach.</p> <p>Two community based assessment hubs were established, co-located with local voluntary sector organisations, enabling social workers to focus more on prevention.</p> <p>By the end of 2016/17, 20% of assessments had been carried out in these settings.</p> <p>Making safeguarding personal is being implemented through the work of the Safeguarding Adults Board (SAB) and is reviewed at the case level through case file audits and supervision. In 2016/17, the SAB starting monitoring data to measure the implementation of Making Safeguarding Personal (MSP).</p> <p>The quality assurance programme was refreshed: independent case file audits now take place 6 monthly: a new quality board has been established, chaired by the assistant director of adult social care. These reports into the monthly Director of Adults Social Services (DASS) Assurance Group.</p> <p>The service will continue to focus on the strengths based approach; forming the basis of our improvement activity going forward.</p> <p>Monitoring in 2017/18 will focus on embedding practice improvements, with an emphasis on safety and the discharge of statutory duties.</p>	<p>Yes</p>
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