



AUDIT COMMITTEE

DATE:	Thursday, 26 July 2018
TIME:	7.30 pm
VENUE:	Essex Hall, Town Hall, Clacton-on-Sea, CO15 1SE

MEMBERSHIP:

Councillor Coley
Councillor Poonian
Councillor Alexander
Councillor Bray

Councillor Hones
Councillor Scott
Councillor Yallop

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For further details and general enquiries about this meeting, contact Debbie Bunce on 01255 686573

DATE OF PUBLICATION: Thursday, 19 July 2018

AGENDA

1 Apologies for Absence and Substitutions

The Committee is asked to note any apologies for absence and substitutions received from Members.

2 Minutes of the Last Meeting (Pages 1 - 10)

To confirm and sign as a correct record, the minutes of the last meeting of the Committee, held on 22 March 2018.

3 Declarations of Interest

Councillors are invited to declare any Disclosable Pecuniary Interests or Personal Interest, and the nature of it, in relation to any item on the agenda.

4 Questions on Notice pursuant to Council Procedure Rule 37

Subject to providing two working days' notice, a Member of the Committee may ask the Chairman of the Committee a question on any matter in relation to which the Council has powers or duties which affect the Tendring District **and** which falls within the terms of reference of the Committee.

5 Report of the Acting Audit and Governance Manager - A.1 - Report on Internal Audit - March 2018 to June 2018 and the Annual Report of the Acting Audit and Governance Manager (Pages 11 - 32)

To provide a periodic report on the Internal Audit function for the period March 2018 – June 2018 and the Acting Audit and Governance Manager's Annual Report for 2017/18 as required by professional standards.

6 Report of the Deputy Chief Executive - A.2 - External Auditor's Audit Results Report 2017/18 (Pages 33 - 250)

To present:

- The Annual Governance Statement 2017/18 for approval.
- The External Auditor's Audit Results Report for the year ended 31 March 2018, which includes the management representation letter, for consideration and approval to enable a final opinion on the accounts and value for money arrangements to be formally issued by the External Auditor.
- The Statement of Accounts 2017/18 for consideration and approval for publication by the end of July 2018.

7 Report of the Deputy Chief Executive - A.3 - Corporate Risk Update (Pages 251 - 274)

To present to the Audit Committee the updated Corporate Risk Register.

8 **Report of the Deputy Chief Executive - A.4 - Anti-Fraud and Corruption Strategy**
(Pages 275 - 292)

To present to the Audit Committee an updated Anti-Fraud and Corruption Strategy.

9 **Report of the Deputy Chief Executive - A.5 - Table of Outstanding Issues** **(Pages**
293 - 298)

An update will be given on the progress against outstanding actions identified by the Committee.

Date of the Next Scheduled Meeting

The next scheduled meeting of the Audit Committee is to be held in the Council Chamber, Council Offices, Thorpe Road, Weeley, CO16 9AJ at 7.30 pm on Thursday, 27 September 2018.

Information for Visitors

FIRE EVACUATION PROCEDURE

There is no alarm test scheduled for this meeting. In the event of an alarm sounding, please calmly make your way out of any of the fire exits in the hall and follow the exit signs out of the building.

Please heed the instructions given by any member of staff and they will assist you in leaving the building and direct you to the assembly point.

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Your calmness and assistance is greatly appreciated.

**MINUTES OF THE MEETING OF THE AUDIT COMMITTEE,
HELD ON THURSDAY, 22ND MARCH, 2018 AT 7.32 PM
IN THE COUNCIL CHAMBER, COUNCIL OFFICES, THORPE ROAD, WEELEY,
CO16 9AJ**

Present:	Councillors Poonian (Vice-Chair, in the Chair), Alexander and Hones
In Attendance:	Richard Barrett (Head of Finance, Revenues and Benefits Services & Section 151 Officer), Craig Clawson (Acting Audit & Governance Manager), Ian Ford (Committee Services Manager) and Clare Lewis (Fraud and Risk Manager)
Also in Attendance	Kevin Suter (Associate Partner – Ernst & Young LLP) (except items 30 – 35)

24. CHAIR

In the absence of the Chairman of the Committee (Councillor Coley), the Chair was occupied by the Vice-Chairman (Councillor Poonian).

25. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Apologies for absence were submitted on behalf of Councillor Coley. There was no substitute.

26. MINUTES OF THE LAST MEETING

The minutes of the meeting of the Committee held on 25 January 2018 were approved as a correct record and signed by the Chairman.

27. DECLARATIONS OF INTEREST

There were none.

**28. REPORT OF CORPORATE DIRECTOR (CORPORATE SERVICES) - A.3 -
EXTERNAL AUDIT'S AUDIT PLANNING REPORT FOR THE YEAR ENDED 31
MARCH 2018**

There was submitted a report by the Council's Corporate Director (Corporate Services) (A.3) which presented for the Committee's consideration and agreement the External Auditor's Audit Planning Report for the year ended 31 March 2018.

Members were informed that the External Auditor's Audit Plan for the year ending 31 March 2018 set out their planned audit work in respect of forming their opinion on the 2017/18 Financial Statements and the Council's arrangements to secure value for money. The Plan had been developed taking into account a number of factors such as strategic, operational and financial risk which provided a reporting focus on the areas that mattered and would more likely be relevant to the Council.

Kevin Suter from the Council's external auditor, Ernst & Young, highlighted the salient points of their audit plan for 2016/17 and, in particular, focused on –

- Audit Risks
 - a) Risk of fraud in revenue and expenditure recognition;
 - b) Risk of Management Override;
 - c) Property, Plant and Equipment Valuations; and
 - d) Pension Valuations and Disclosure.
- Value for Money Risks – Achievement of Savings Needed over the Medium Term
- Impact of the Accounts and Audit Regulations 2015 which have changed the latest date for publication of draft accounts to 31 May and the latest date for publication of the final accounts to 31 July

Having considered the proposed External Auditor's Audit Plan it was:

RESOLVED that the External Auditor's Audit Planning Report for the year ended 31 March 2018 be approved.

29. REPORT OF CORPORATE DIRECTOR (CORPORATE SERVICES) - A.4 - EXTERNAL AUDIT - CERTIFICATION OF CLAIMS AND RETURNS ANNUAL REPORT 2016/17

There was submitted a report by the Council's Corporate Director (Corporate Services) (A.4) which presented the External Auditor's certification of claims and returns annual report for 2016/17.

In summary, the key outcomes from the annual report were as set out below:

- only the Housing Benefit Subsidy claim had been subject to audit certification by the Council's External Auditor in 2016/17.
- a qualification letter had been issued in respect of the housing benefit subsidy claim, although there had been only a marginal effect on the subsidy due.
- to date no response had been received from the Department for Works and Pensions in response to the External Auditor's qualification letter which they would have received late last year.
- one recommendation had been made by the External Auditor which had been agreed by Officers.
- The breakdown of the External Auditor's 2016-17 Certification Fees (subject to Public Sector Auditor Appointments Ltd. approval)

Kevin Suter from the Council's external auditor, Ernst & Young, highlighted the salient points of their audit report including its recommendation in respect of the Housing Benefit Subsidy Claim (which related to the Council performing early and extended testing in those areas where errors had been identified in 2016/17 to ascertain the extent of similar errors on 2017/18) and the 2016-17 Certification Fees.

Having considered the External Auditor's report it was:

RESOLVED that

- a) the contents of the External Auditor's certification of claims and returns annual report 2016/17 be noted; and
- b) the recommended action in response to the External Auditor's findings be approved.

30. REPORT OF THE ACTING AUDIT AND GOVERNANCE MANAGER - A.1 - REPORT ON INTERNAL AUDIT

The Committee had before it a periodic report (A.1) on the Internal Audit function for the period of December 2017 to February 2018. The report also set out the key findings and appropriate actions required going forward from the External Quality Assessment (EQA) of the Council's Internal Audit function.

The Council's Acting Audit and Governance Manager (Craig Clawson) informed the Committee that the Internal Audit function had been assessed in three areas by the EQA namely -

Resource - Business Vision and Mission, Governance arrangements, Recognition of standards, Guidance, Procedures and Supervision, Terms of Engagement, Ethics and business conduct

Competency - Charter, Internal Audit Manual, Planning and Allocation of staffing, Recruitment (Numbers and skills), Training (Professional and Technical), Appraisal and Development

Delivery - Client engagement and relationship, Directed led service, Terms of Engagement (Audit/Assignment Brief), Discussion of assurance and advisory opinions, Reporting at assignment and strategic levels

The categorisation of recommendations used by the EQWA to understand the level of priority needed for each action were as set out below -

Recommendation grading	Explanation
Enhance	The internal audit service must enhance its practice in order to demonstrate transparent alignment with the relevant PSIAS in order to demonstrate a contribution to the achievement of the organisations objectives in relation to risk management, governance and control.
Review	The Internal audit division should review its approach in this area to better reflect the application of the PSIAS.
Consider	The internal audit division should consider whether revision of its approach merits attention in order to improve the efficiency and effectiveness of the delivery of services

The Committee was informed that the majority of the EQA's recommendations had been graded as "Consider" and only one recommendation had been graded as "Enhance".

Appendix A to the report provided an action plan which included all the EQA's recommendations that had been categorised as "Review" and "Enhance" for review by the Committee. The action plan detailed how the Internal Audit Team would incorporate each recommendation into working practice together with an estimated implementation date.

Members were informed that the EQA reported that the Internal Audit Team were excelling in the area of 'Resource' and were established in the areas of 'Competency' and 'Delivery'. The report also stated that: "*The internal audit service has responded to the new standards in recent years and has moved towards a common approach that is consistent with the PSIAS [Public Sector Internal Audit Standards].*"

The Committee was made aware that the common theme within the report was one of alignment between Internal Audit processes and Risk Management processes in order to provide consistency across the Council in its approach to, and tolerance of, risk.

The Council's Acting Audit and Governance Manager (Craig Clawson) also informed the Committee that six audits had been completed in the report period of which five had achieved a satisfactory level of assurance and one had received an 'Improvement Required' opinion.

Mr Clawson also informed the Committee of the current position in relation to:

- (i) Internal Audit Plan Progress;
- (ii) Quality Assurance;
- (iii) Outcomes of Internal Audit Work;
- (iv) Walton-on-the-Naze Lifestyles; and
- (v) Management response to Internal Audit Findings.

RESOLVED that –

- (a) the actions to be taken by the Internal Audit Team to incorporate recommendations made by the External Quality Assessor be noted; and
- (b) the Internal Audit Plan progress to date be noted.

31. REPORT OF ACTING AUDIT AND GOVERNANCE MANAGER - A.2 - INTERNAL AUDIT CHARTER AND INTERNAL AUDIT PLAN 2018/19

There was submitted a report by the Council's Acting Audit and Governance Manager (A.2) which sought the Committee's approval for the Internal Audit Plan for 2018/19. The Plan was before the Committee as Appendix A to that report and had been developed using a risk based approach, taking into account the Council's Corporate Objectives, Corporate Risks, Departmental Risks and Emerging Risks.

Members were informed that it was proposed to deliver the Annual Audit Plan using the current resource establishment with the introduction of new audit techniques such as *Continuous Auditing, Assurance Mapping, Root Cause Analysis / Data Analytics, Lean*

Auditing, Self-Assessments and Consultancy / Advisory Services as well as the introduction of a new apprentice within the Team.

The Committee was advised that the Plan would be kept under review during the year, in consultation with the Council's Management Team, and taking account of changes to the Council's priorities, operations and risk. Changes to the Plan would be brought to the attention of the Committee for its approval.

The Committee was also reminded that Public Sector Internal Audit Standards required that the Chief Audit Executive (or equivalent officer): -

1. Periodically reviewed the Internal Audit Charter and presented it for approval.
2. Provided a high level statement of how the Internal Audit Service would be delivered and developed in accordance with the Internal Audit Charter and how it linked to the organisational objectives and priorities.
3. Established a risk based Internal Audit Plan, at least annually, to determine the priorities of the Internal Audit function, consistent with the Council's goals.
4. Had in place a mechanism to review and adjust the plan, as necessary, in response to changes to the Council's business, risks, operations, programmes, systems and controls.
5. Produced a plan that took into account the need to produce an annual Internal Audit opinion.
6. Considered the input of senior management and the Audit Committee in producing the plan.
7. Assessed the Internal Audit resource requirements.

The Acting Audit and Governance Manager (Craig Clawson) made the Committee aware of the background matters in relation to –

- (i) the development of the Audit Plan;
- (ii) the Internal Audit resource requirements; and
- (iii) the Internal Audit Plan detail.

In relation to the Internal Audit Charter, the Committee was aware that in previous years an updated Audit Charter had been presented to its March meeting for Members' approval. The Audit Charter included legislative and regulatory requirements; governance arrangements between the Audit Committee, Management and Internal Audit; and roles and responsibilities and processes and procedures undertaken by Internal Audit and the Audit Committee. However, as the Internal Audit Team developed the new approach in delivering the internal audit plan, many of those processes and procedures would be subject to change. It was therefore proposed by Officers to present an updated Internal Audit Charter to the Committee later in the year. In the meantime, the existing Charter would remain in place and continue to set out the core principles defining the purpose, authority and responsibility of the Internal Audit Function which therefore would remain relevant until such time as a revised charter was agreed.

Following discussion, it was **RESOLVED** that -

- (a) the Internal Audit Plan for 2018/19 be approved; and
- (b) that the existing arrangements for updating the Plan during the year, where necessary to reflect changing Authority activity and operational needs and to provide flexibility of service delivery, be continued, with significant amendments reported to the Committee as part of the periodic Internal Audit reporting arrangements.

32. REPORT OF CORPORATE DIRECTOR (CORPORATE SERVICES) - A.5 - AUDIT COMMITTEE WORK PROGRAMME 2018/19

There was submitted a report by the Council's Corporate Director (Corporate Services) (A.5) which presented for approval the Committee's proposed work programme for the period April 2018 to March 2019. The work programme was before the Committee as an Appendix to the report.

Members were aware that, in addition to the regulatory and statutory activities undertaken by the Committee such as the Statement of Accounts, Corporate Governance and Risk Management, the Committee were also required to review and scrutinise:

- The work and performance of the Internal Audit function;
- The outcomes from the work of the Council's External Auditor; and
- Progress against audit recommendations and other items identified by the Committee.

Members were made further aware that during the year other matters apart from those set out above might be presented to the Committee for consideration. Given the on-going regulatory and statutory workload and the various additional activities undertaken by the Committee, any additional items that might arise would need to be considered against the proposed work programme and included for reporting at the appropriate meeting, or considered for inclusion in subsequent work programmes. Although not included in the formal work programme, it was recognised that the Committee might wish to develop training opportunities, which could be considered during the year. Such opportunities would either form part of future meetings or, where necessary, separate arrangements would be made.

The Committee was informed that the work programme included a counter-fraud update scheduled for the September meeting of the Committee. This was subject to the implementation of a restructuring process currently underway across the Finance, Revenues and Benefits service. This also provided a direct response to a question previously raised by the Committee in respect of non-housing anti-fraud work that was currently included in the Table of Outstanding Issues Report elsewhere on the agenda.

It was also reported that as the year progressed, it might be necessary to review items on the work programme as some reports / activities and associated timescales could be subject to change. As appropriate, the Chairman of the Committee would be consulted on any significant changes to the work programme.

Having considered the proposed Work Programme it was:

RESOLVED that the Audit Committee's Work Programme for 2018/19 be approved.

33. REPORT OF THE CORPORATE DIRECTOR (CORPORATE SERVICES) - A.6 - TABLE OF OUTSTANDING ISSUES

There was submitted a report by the Council's Corporate Director (Corporate Services) (A.6) which presented to Members the progress against outstanding actions identified by the Committee.

It was reported that the Table of Outstanding Issues had been reviewed and updated since it was last considered by the Committee at its meeting held on 25 January 2018.

It was further reported that there were no significant issues to bring to the attention of the Committee, with updates provided against individual items, as set out in Appendix A to item A.6 of the Report of the Corporate Director (Corporate Services), or elsewhere on the agenda where appropriate.

Updates against actions identified within the latest Annual Governance Statement were set out in Appendix B with no significant issues to highlight at the present time.

Members were informed that in developing a Counter Fraud and Corruption Strategy, a voluntary code of practise that had been published by CIPFA had been identified which was presented to the Committee to consider for adoption by the Council. That code of practice identified five key principles for an organisation to consider, namely –

Principle 1 – Acknowledge Responsibility

The organisation should acknowledge its responsibility for ensuring that the risks associated with fraud and corruption are managed effectively across all parts of the organisation.

Specific steps should include:

- *The organisation's leadership team acknowledge the threats of fraud and corruption and the harm they can cause to the organisation, its aims and objectives and to its service users.*
- *The organisation's leadership team acknowledge the importance of a culture that is resilient to the threats of fraud and corruption and aligns to the principles of good governance.*
- *The governing body acknowledges its responsibility for ensuring the management of its fraud and corruption risks and will be accountable for the actions it takes through its governance reports.*
- *The governing body sets a specific goal of ensuring and maintaining its resilience to fraud and corruption and explores opportunities for financial savings from enhanced fraud detection and prevention.*

Principle 2 – Identify Risks

Fraud risk identification is essential to understand specific exposures to risk, changing patterns in fraud and corruption threats and the potential consequences to the organisation and its service users.

Specific steps should include:

- *Fraud risks are routinely considered as part of the organisation's risk management arrangements.*
- *The organisation identifies the risks of corruption and the importance of behaving with integrity in its governance framework.*
- *The organisation uses published estimates of fraud loss, and where appropriate its own measurement exercises, to aid its evaluation of fraud risk exposures.*
- *The organisation evaluates the harm to its aims and objectives and service users that different fraud risks can cause.*

Principle 3 – Develop a Strategy

An organisation needs a counter fraud strategy setting out its approach to managing its risks and defining responsibilities for action.

Specific steps should include:

- *The governing body formally adopts a counter fraud and corruption strategy to address the identified risks and align with the organisation's acknowledged responsibilities and goals.*
- *The strategy includes the organisation's use of joint working or partnership approaches to managing its risks, where appropriate.*
- *The strategy includes both proactive and responsive approaches that are best suited to the organisation's fraud and corruption risks.*
- *The strategy includes clear identification of responsibility and accountability for delivery of the strategy and for providing oversight.*

Principle 4 – Provide Resources

The organisation should make arrangements for appropriate resources to support the counter fraud strategy.

Specific steps should include:

- *An annual assessment of whether the level of resource invested to counter fraud and corruption is proportionate for the level of risk.*
- *The organisation utilises an appropriate mix of experienced and skilled staff, including access to counter fraud staff with professional accreditation.*
- *The organisation grants counter fraud staff unhindered access to its employees, information and other resources as required for investigation purposes.*
- *The organisation has protocols in place to facilitate joint working and data and intelligence sharing to support counter fraud activity.*

Principle 5 – Take Action

The organisation should put in place the policies and procedures to support the counter fraud and corruption strategy and take action to prevent, detect and investigate fraud.

Specific steps should include:

- *The organisation has put in place a policy framework which supports the implementation of the counter fraud strategy.*
- *Plans and operations are aligned to the strategy and contribute to the achievement of the organisation's overall goal of maintaining resilience to fraud and corruption.*
- *Making effective use of national or sectoral initiatives to detect fraud or prevent fraud, such as data matching or intelligence sharing.*
- *Providing for independent assurance over fraud risk management, strategy and activities.*
- *There is a report to the governing body at least annually on performance against the counter fraud strategy and the effectiveness of the strategy from the lead person(s) designated in the strategy. Conclusions are featured in the annual governance report.*

It was **RESOLVED** that the Committee -

- a) notes the progress on the outstanding issues; and
- b) adopts CIPFA's code of practice on managing the risk of fraud and corruption.

34. EXCLUSION OF PRESS AND PUBLIC

RESOLVED that, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of Agenda Item 11 on the grounds that they involve the likely disclosure of exempt information as defined in the relevant paragraph(s) of Part 1 of Schedule 12A, as amended, of the Act.

35. EXEMPT MINUTE OF THE LAST MEETING HELD ON THURSDAY 25 JANUARY 2018

The Exempt Minutes of the last meeting of the Committee, held on 25 January 2018, were approved as a correct record and signed by the Chairman.

The meeting was declared closed at 8.42 pm

Chairman

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AUDIT COMMITTEE

26 JULY 2018

REPORT OF ACTING AUDIT AND GOVERNANCE MANAGER

A.1 REPORT ON INTERNAL AUDIT – MARCH 2018 - JUNE 2018 AND THE ANNUAL REPORT OF THE ACTING AUDIT AND GOVERNANCE MANAGER

(Report prepared by Craig Clawson)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To provide a periodic report on the Internal Audit function for the period March 2018 – June 2018 and the Acting Audit and Governance Managers Annual Report for 2017/18 as required by the professional standards.

EXECUTIVE SUMMARY

- A total of 15 audits were completed in the period March 2018 to June 2018 for 2017/18, one audit received and 'Improvement Required' opinion.
- Only one audit is still outstanding from the 2017/18 audit plan, this is due to a delay in commencement due to commitments on the transformation projects.
- The Annual Report of the Acting Audit and Governance Manager concludes that an unqualified opinion of Adequate Assurance is provided based on the significant improvements made since 2016/17, the open dialogue with Senior Management on risk and a generally sound system of internal control and governance arrangements in place.
- A total of 17 audits from the 2018/19 Internal Audit Plan have been allocated, are in progress or fieldwork has been completed.
- The Internal Audit Charter will be updated and reported at the September Audit Committee for review.

RECOMMENDATION(S)

That the report be considered and noted;

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

Provision of adequate and effective internal audit helps demonstrate the Council's commitment to corporate governance matters.

FINANCE, OTHER RESOURCES AND RISK

Finance and other resources

The Internal Audit function is operating within the budget set.

Risk

Review of the functions of the Council by Internal Audit assists in identifying exposure to risk, and its mitigation.

LEGAL

The Council has a statutory responsibility to maintain adequate and effective internal audit.

The Accounts and Audit Regulations 2015 make it a statutory requirement that the Council must undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal audit standards and guidance.

OTHER IMPLICATIONS

Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.

Crime and Disorder / Equality and Diversity / Health Inequalities / Area or Ward affected / Consultation/Public Engagement.

Internal Audit activity assists the Council in maintaining a control environment that mitigates the opportunity for crime.

During the course of internal audit work issues regarding equality and diversity, and health inequalities may be identified and included in internal audit reports.

There is no specific effect on any particular ward.

PART 3 – SUPPORTING INFORMATION**BACKGROUND**

The Public Sector Internal Audit Standards require the Acting Audit and Governance Manager to make arrangements for reporting to senior management (Management Board) and to the board (Audit Committee) during the course of the year, and for producing an annual Internal Audit opinion and report that can be used to inform the Annual Governance Statement.

INTERNAL AUDIT PLAN PROGRESS (2017/18)

A total of fifteen audits have been completed in the March 2018 – June 2018 period. As at 31st March 2018, 92% of the audit plan had been completed. As previously discussed, the Internal Audit Plan is a rolling programme and there is always an expectation for some audit reviews to progress into the next financial year. However, there have been some challenges that have contributed to some delays in audits commencing as planned, such as, additional training for officers as part of supporting new ways of working established since the retirement of the Audit and Governance Manager during 2017/18.

Also, as the Council is undertaking some major transformation projects it is not always possible to meet with auditees due to their commitments in delivering key projects. Internal Audit has tried to accommodate such commitments due to the importance of delivering the Councils vision and objectives.

As at the 30th June, 99% of the plan had been completed. Only one audit remains outstanding, IT Support. A request was made to defer the audit to a later date as IT staff were working to deliver against key milestones with the Digital Transformation Plan. The audit therefore did not start until June 2018 and is currently ongoing.

The Public Sector Internal Audit Standards require an audit opinion on Risk Management therefore corporate review of the Council's risk management arrangements was undertaken during the year and is ongoing. This approach followed on from the 'Improvement Required' opinion in 2016/17 with issues relating to consistency, materiality and guidance. Along with the work undertaken in 2017/18, this is being addressed by developing a new risk management framework and scoring matrix that could be used by all parties. Also, a joint piece of work between Internal Audit, Risk and Fraud, and Senior Management is being undertaken to agree a collaborative approach to risk management between all stakeholders and ensure a consistent approach is used across the organisation going forwards. No further significant issues have been identified to date regarding Corporate Risk Management and the improvement work to date has not raised any further concerns, therefore adequate assurance in this area will contribute to forming the annual audit opinion of the Acting Audit and Governance Manager.

Quality Assurance – The Internal Audit function issues satisfaction surveys for each audit completed. In the period under review 100% of the responses received indicated that the auditee was satisfied with the audit work undertaken.

Outcomes of Internal Audit Work

The standards require the Acting Audit and Governance Manager to report to the Audit Committee on significant risk exposures and control issues. Since the last report fifteen audits have been completed and the final report issued. The Public Sector Internal Audit Standards require the reporting of significant risk exposures and control issues.

Assurance	Colour	Number this Period	Total for 2017/18 Plan	
Substantial		1	7	
Adequate		13	24	
Improvement Required		1	2	
Significant Improvement Required		0	0	
No Opinion		1	2	

For the purpose of the colour coding approach, both the substantial and adequate opinions are shown in green as both are within acceptable tolerances.

Issues arising from audits completed in the period under review receiving an 'Improvement Required' opinion and requiring reporting to Committee are: -

Health and Safety

It must be stressed that although the Health and Safety audit received an 'Improvement Required' opinion with some high findings, there has been significant improvements in this area over the past six months. Extensive effort has been made to address and improve processes since the legionella issue at Walton on the Naze Lifestyles. The scope of the

audit was to review current processes against Health and Safety Executive (HSE) guidance to identify any process gaps that TDC may have. At the time of the audit no information had been received from the HSE regarding the legionella incident to be able to include any HSE recommendations within the review, although they will be included in any future audit work.

There were two high findings within this review;

TDC currently does not have a Health and Safety Program of Works. This is a requirement under HSE guidance as it evidences that the organisation is aware of its main risk areas and can prioritise Health and Safety work rather than being a reactive function. Although the Health and Safety Officer does have an informal plan there is no official program of works that evidences management and officer input. The agreed action is reported below;

- *The Fraud and Risk Manager and the Health and Safety Officer will create, implement and monitor a Health and Safety Program of Works. This will need to be reviewed and approved by the Councils Management Team and rolled out to all departments to ensure that all Officers are aware of the Council's Health and Safety priorities.*

The second high finding relates to inconsistent approaches to Health and Safety requirements when working with contractors. HSE guidance specifies that the size of the project or work does not matter and therefore Health and Safety principals should be applied consistently to all areas of work. However, because construction work is devolved within each service it increases the risk of staff approaching projects / work differently. Recommendations have been made to ensure that a consistent risk assessment process is designed and used by all departments. The agreed action is stated below;

- *Management Team to communicate the importance of a consistent Health and Safety risk assessment approach when working with all building contractors working on behalf of or in partnership with the Council. The Fraud and Risk Manager to be appointed as key contact ensuring that all departments work in and record information in a consistent way.*

Section 106

It is not standard practice to provide detailed updates to the committee on audits that have received an Adequate or Substantial audit opinion unless requested. However, due to the previous issues reported on Section 106 it is felt a further update to the Committee is required.

Substantial improvements have been made to the S106 monitoring process since the previous audit. IA new software to monitor trigger points within S106 contributions was implemented in March 2018 and is now in use by the service. However, not all legacy S106 data has been manually input onto the system yet. All new contributions are added to the new system with backfilling of historic data working in parallel. The service has explained that they aim to complete the backfilling by September 2018 therefore, Internal Audit have proposed to follow up in December 2018 to ensure that all legacy data has been input.

Management Response to Internal Audit Findings – There are processes in place to track the action taken regarding findings raised in Internal Audit reports and to seek assurance that appropriate corrective action has been taken. Where appropriate follow up audits have been arranged to revisit significant issues identified after an appropriate time.

The number of high severity issues outstanding was as follows: -

Status	Number	Comments
Overdue more than 3 months	0	
Overdue less than 3 months	0	
Not yet due	9	

OPINION OF THE ACTING AUDIT & GOVERNANCE MANAGER

As set out in the Public Sector Internal Audit Standards (PSIAS) there is a requirement under PSIAS 2450 that the Chief Audit Executive must provide an annual report to the Audit Committee, timed to support the Annual Governance Statement. This must include:

- an annual internal audit opinion on the overall adequacy and effectiveness of the organisation's governance, risk and control framework (i.e. the control environment);
- a summary of the audit work from which the opinion is derived (including reliance placed on work by other assurance bodies); and
- a statement on conformance with the PSIAS and the results of the internal audit Quality Assurance and Improvement Programme.

The Internal Audit function undertakes a risk based programme of audits each year to provide the Council and its Audit Committee with assurance on the adequacy of its system of internal control, governance and risk management arrangements.

A qualified opinion was provided in 2016/17 based on a number of significant issues being identified within some of the core activity areas of the Council. I am pleased to report that based on the work completed in 2017/18, significant work has been undertaken to ensure that improvement action has been implemented in all of the areas where significant exposure to risk was reported.

The corrective action taken by officers with regard to the issues raised by Internal Audit aids the improvement / maintenance of the control and governance framework. Robust mechanisms are in place to monitor progress of corrective action, with follow up audits scheduled as necessary.

Internal Audit has been working with services on a consultancy basis to support the implementation of new processes and to ensure that all relevant employees have the appropriate training to competently carry out their role. Procurement, Risk Management and Health and Safety are the three areas where this type of work has been undertaken.

In 2017/18, only two audits received an overall audit opinion of "Improvement Required" where significant issues were identified. The audits were Walton-on-the-Naze Lifestyles and Health and Safety.

As Health and Safety issues have already been reported above, only the high priority issues and mitigating actions for Walton on the Naze Lifestyles are noted below as previously reported to the committee;

Card Payments - PCI Compliance

Merchant copy receipts for credit/debit card transactions display the card holder's full credit card number including the start and expiry dates. This does not comply with PCI Security Standards which states that sensitive card holder details should not be stored on computers or on paper.

Agreed Action;

- *Investigations into the configuration of card machines at the Leisure Centres will be undertaken with the merchant supplier in order to remove the personal card details from the receipts held.*

Unauthorised Refunds

The process for issuing refunds/credit notes is inconsistent and restrictions on the ability to issue a refund and the approval mechanism are not in place.

Agreed Action;

- *In order to provide a consistent and robust approach, procedures will be written which clarify both the process to be followed when issuing a refund and the necessity for appropriate authorisation.*

Inadequate Records of Refunds

Terminal readings taken from the Leisure Management System indicate the number of refunds undertaken and the total, these totals could not be matched to any other records held.

Without adequate controls in place unauthorised refunds may be recorded which could result in incorrect balances on the Gladstone system and the potential risk of fraud and erroneous refunds being processed.

Agreed Action;

- *In future wherever possible refunds will be actioned on the system.*
- *A new book has been created to record refunds which includes columns for both the officer actioning the refund and the authorising officer.*
- *Where system capabilities allow for an electronic alternative to any part of the refund process which can still demonstrate authorisation, the move to a paperless route will be considered.*
- *Management checks will also be undertaken as part of the monitoring process.*

As the majority of audits in 2017/18 received an adequate or substantial assurance opinion and Internal Audit have been and currently are involved in areas where processes are being redesigned, there is reasonable assurance that there is a sound system of internal control with adequate governance arrangements in place. Although work is still ongoing with Risk Management at a departmental level, Senior Management and the Audit Committee are involved in and aware of the changes being made.

Governance arrangements and internal controls have been evaluated in all audits within

the plan, albeit with varying levels of scope. Consultancy work is in progress regarding Risk Management with outcomes and actions from the 2016/17 review remaining ongoing.

The opinion of the Acting Audit and Governance Manager is drawn from all of the information reported above, external reviews carried out throughout the year from other assurance providers and through the ongoing work in supporting Senior Management and Services in delivering the Councils objectives and vision.

Based on the significant improvements made since 2016/17, the open dialogue with Senior Management on risk and a generally sound system of internal control, an overall unqualified opinion of Adequate Assurance is provided.

INTERNAL AUDIT PLAN PROGRESS (2018/19)

A total of 17 audits from the 2018/19 Internal Audit Plan have been allocated, are in progress or fieldwork has been completed. Final Reports are yet to be sent out for Quarter one audits in 2018/19.

As the new audit plan is made up of many different reviews using audit techniques that have not been used in the past, some audits allocated in the first quarter will not provide audit outcome until the end of the financial year. This is because the review is completed using a continuous auditing technique or because Internal Audit are working with services on a consultative basis.

It should be noted that Internal Audit are moving where appropriate to work on a consultative basis with services to ensure internal control and governance arrangements are incorporated as an integral part of a project, system implementation or when re-engineering a process. Internal Audit is now part of both the Transformation Group and the Digital Transformation Group allowing us to advise and consult on issues that arise as they occur.

Furthermore, Internal Audit will be commissioning a full Payment Card Industry Data Security Standards (PCI DSS) compliance review across the organisation. This is to address the data security issues identified within the 2017/18 Walton on the Naze Lifestyles review and also to ensure that all departments that wish to take payments over the phone, have the necessary training and certification to be able to do so.

Appendix B – 2018/19 Internal Audit Plan progress report; provides an update on the status of each audit to date.

There are no significant issues or particular areas of concern to report at this time.

A further update on progress against the 2018/19 Internal Audit Plan will be presented to the Committee in September 2018.

EXTERNAL QUALITY ASSESSMENT UPDATE

An update on the External Quality Assessment (EQA) is provided as Appendix C. The action plan was reported to the committee in March 2018 with the recommendations made by the External Quality Assessor and the agreed actions with Internal Audit.

There are only two actions still outstanding that are not due until September 2018. They are currently in progress and are included as part of the wider Risk Management work reported earlier in this report.

As the Internal Audit function had its EQA in 2017/18 an annual Quality Assessment Improvement Program (QAIP) self-assessment was not undertaken as a full review was carried out by an external body. All recommendations and agreed actions from the EQA will also form part of the 2018/19 QAIP Self-Assessment.

A further update on the two outstanding actions from the EQA will be provided at the September 2018 Audit Committee.

INTERNAL AUDIT CHARTER

In our March 2018 Periodic Report to the committee it was stated that the Internal Audit Charter would be updated and brought back to the committee within the year for approval due to the structural and operational changes taking place within the team and the organisation.

A further update can now be provided. As the Internal Audit Team are now using the different audit techniques and adapting to their new responsibilities and ways of working, it is proposed to provide an updated Audit Charter for the September 2018 Audit Committee.

The existing Charter remains in place currently which sets out the core principles defining the purpose, authority and responsibility of the Internal Audit Function which therefore remain relevant, however further refinement is needed to reflect some of the changes within the year.

BACKGROUND PAPERS FOR THE DECISION

Audit Reports

APPENDICES

Appendix A – 2017/18 Internal Audit Plan Progress Report
Appendix B – 2018/19 Internal Audit Plan Progress Report
Appendix C – EQA Action Plan Update

Audit Subject	Status July 2018	Opinion	Comments
<u>AUDITS SCHEDULED TO COMMENCE IN 2016/17</u>			
<u>2016/17 Internal Audit Plan</u>			
<u>Assurance Work – Key Systems</u>			
Business Rates	Completed	Substantial Assurance	Reported June 2017
Corporate and Ethical Governance	Completed	Adequate Assurance	Reported June 2017
Corporate Procurement Review			
Ordering Compliance	Completed	Not Stated	Reported Sept 2017
Departmental Procurement			
Public Realm Procurement	Completed	Not Stated	Reported Sept 2017
Housing Benefit	Completed	Substantial Assurance	Reported June 2017
Payments Received	Completed	Adequate Assurance	Reported June 2017
Sundry Debtors	Completed	Improvement Required	Reported June 2017
<u>Assurance Work – Other Systems</u>			
Building Control	Completed	Adequate Assurance	Reported Sept 2017
Grants / Financial Assistance	Completed	Adequate Assurance	Reported June 2017
Housing Repairs and Maintenance	Completed	Adequate Assurance	Reported June 2017
Risk Management	Completed	Improvement Required	Reported June 2017
<u>Assurance Work – Computer Audit</u>			
I T Governance	Completed	Substantial Assurance	Reported June 2017
I T Project Management	Completed	Adequate Assurance	Reported Jan 2018
Uniform Application Review	Completed	Improvement Required	Reported June 2017

Audit Subject <u>AUDITS SCHEDULED TO COMMENCE IN 2017/18</u>	Status July 2018	Opinion	Comments
<u>2017/18 Internal Audit Plan</u>			
<u>Assurance Work – Key Systems</u>			
Banking	Completed	Substantial Assurance	✓✓
Business Rates	Completed	Adequate Assurance	✓
Corporate and Ethical Governance	Completed	Substantial Assurance	Reported Jan 2018
Council Tax	Completed	Adequate Assurance	Reported March 2018
Creditors	Completed	Adequate Assurance	Reported Jan 2018
Departmental Procurement	Completed	Not Applicable	Procurement training provided to 160 Officers
Housing Benefit	Completed	Adequate Assurance	✓
Housing Rents	Completed	Adequate Assurance	✓
Main Accounting System	Completed	Adequate Assurance	✓
Payments Received	Deferred		
Payroll	Completed	Substantial Assurance	Reported Jan 2018
Sundry Debtors	Completed	Adequate Assurance	✓
Treasury Management	Completed	Substantial Assurance	Reported March 2018

Audit Subject	Status July 2018	Opinion	Comments
<u>Assurance Work – Other Systems</u>			
Asset Management	Completed	Adequate Assurance	✓
Coast Protection	Completed	Substantial Assurance	Reported Jan 2018
Corporate Counter Fraud	Deferred		
Departmental Governance			
Operational Services	Completed	Adequate Assurance	Reported Mar 2018
Departmental Staff Allowances and Time			
Chief Executive and Management Support	Completed	Adequate Assurance	Reported Sept 2017
Planning and Regeneration	Completed	Adequate Assurance	Reported Jan 2018
Engineering Services	Completed	Adequate Assurance	Reported Mar 2018
Health and Safety	Completed	Improvement Required	✗
Housing Repair and Maintenance			
Kitchen and Bathroom Replacement Contract	Completed	Adequate Assurance	Reported Mar 2018
Heating Refurbishment Contract	Completed	Adequate Assurance	✓
Insurance	Completed	Substantial Assurance	Reported Sept 2017
Licensing	Completed	Adequate Assurance	✓
Member Support	Completed	Adequate Assurance	Reported Sept 2017
Parking Services	Completed	Adequate Assurance	✓
Princes Theatre and Essex Hall	Completed	Adequate Assurance	Reported Jan 2018
Planning Policy	Completed	Adequate Assurance	✓

Audit Subject	Status July 2018	Opinion	Comments
Regeneration and Inward Investment	Completed	Adequate Assurance	✓
Risk Management	Ongoing		Working with the service to provide a collaborative approach to Risk Management
S106	Completed	Adequate Assurance	✓
Walton – on – the – Naze Lifestyles	Completed	Improvement Required	Reported Mar 2018
Assurance Work – Computer Audit			
Cash Receipting Application Review	Completed	Adequate Assurance	Reported Jan 2018
Human Resources / Payroll Application Review	Completed	Substantial Assurance	Reported Jan 2018
IT Governance	Completed	Adequate Assurance	✓
IT Infrastructure	Completed	Adequate Assurance	Reported Jan 2018
IT Support	Fieldwork		Started June 2018 – Delayed due to Digital Transformation work

Status Key

Unallocated

Audit in Audit Plan, but no work undertaken yet

Allocated

Audit is being scoped / has been scoped and awaiting commencement

Fieldwork

Audit in progress

Draft Report

Audit fieldwork complete, but Final Report not yet issued

Completed

Final Report issued and audit results reported to Audit Committee

Deferred

Audit was in Audit Plan, but will now be undertaken in a later year. Deferred audits agreed by Audit Committee

Delayed

Valid request from function being audited for audit to be undertaken later than proposed

Tendring District Council Internal Audit			
2018/19 Internal Audit Plan Progress Report			
Audit Title	Status July 2018	Audit Type	Audit Opinion
2017/18 Carry Forward			
IT Support	Fieldwork	Full review of IT Support Services. Assess security and data integrity controls and assess performance indicators	To be confirmed
Key Systems / Key Financial Risk Areas			
Procurement	Fieldwork	Continuous Auditing Approach. Five days allocated per quarter of the annual plan	To be confirmed
Housing Benefits	Unallocated	Different Techniques involved. Techniques used; self-assessment, Root cause analysis / Data Analytics and Assurance Mapping exercises until Universal Credit is adopted.	To be confirmed
Business Rates	Unallocated	Different Techniques involved. To include self-assessment, Root cause analysis / Data Analytics and Assurance Mapping exercises. Analysis of Legislation changes and pooling arrangements may also be required	To be confirmed
Main Accounting System	Unallocated	Data Analytics is the main audit technique used within this audit	To be confirmed
Corporate Governance	Fieldwork	Assurance Mapping and Self-Assessments to be used within this audit. Interviews with Senior Management required to ascertain the culture of the organisation	To be confirmed
Banking	Unallocated	Mainly Self-Assessment with some testing required	To be confirmed
Council Tax	Unallocated	Different Techniques involved. To include self-assessment, Root cause analysis / Data Analytics and Assurance Mapping exercises.	To be confirmed

Payroll	Unallocated	Data Analytics is the main audit technique used within this audit	To be confirmed
Accounts Payable	Unallocated	Data Analytics is the main audit technique used within this audit	To be confirmed
Treasury Management	Unallocated	Assurance Mapping, Self-Assessments and Data Analytics are the main techniques used	To be confirmed
Housing Rents	Unallocated	Root cause analysis / Data Analytics	To be confirmed
Cash Receipting	Unallocated	Root cause analysis / Data Analytics	To be confirmed
Accounts Receivable	Unallocated	Data Analytics is the main audit technique used within this audit	To be confirmed
Contract Management	Allocated	Review of different contracts across the council assessing how they are managed and identifying where best practice can be shared	To be confirmed
Financial Resilience	Unallocated	Balancing the Council's budget and forecasting a medium to long plan is still one of the biggest risks the Council faces	To be confirmed

Other Services / Systems			
Housing Repairs and Maintenance	Unallocated	Annual review of individual / multiple elements of HR & M	To be confirmed
Risk Management	Unallocated	Required annually under PSIAS and Cipfa guidance	To be confirmed
Corporate Fraud Team	Draft Report	Deferred from 2017/18. Full review of proposed governance arrangements introduced.	To be confirmed
Facilities Management	Allocated	Self-Assessment and Quality Control Review	To be confirmed
Insurance	Draft Report	Self-Assessment Questionnaire Exercise	To be confirmed
Inventory / Stock Control	Allocated	Common theme across the Council that continues to raise concerns. Audit expected to identify all areas where stock control is required and provide a consistent approach for all areas	To be confirmed



Transformation Programme	Acting Audit and Governance Manager is now of the transformation delivery board	Review of governance arrangements, decision making, cost / benefit analysis and benefit realisation	Consultative Review
Project Management	Fieldwork	Review of different projects across the council assessing how they are managed and identifying where best practice can be shared and guidance provided for future projects	To be confirmed
Leisure Centres	Fieldwork	Self – Assessment Exercise to ensure adequate governance and financial control arrangements are in place	To be confirmed
Housing Allocations – Follow Up	Allocated	Full review of Housing Allocations Service	To be confirmed
Land Charges	Fieldwork	Self – Assessment and Audit Testing	To be confirmed
Development Management	Fieldwork	Planning Processes from Application through to Appeals Process	To be confirmed
Health & Safety	Unallocated	Spot checks, Compliance reviews and Self - Assessments	To be confirmed
Emerging Key Projects	Unallocated	Provision for emerging projects. Considered as a contingency provision to be allocated during year to specific tasks as appropriate	To be confirmed

Computer Audit			
Digital Transformation Programme	Acting Audit and Governance Manager is now part of the digital transformation delivery board	IT continues to be one of the biggest risk areas to all organisations. Governance arrangements and project delivery to be within scope	Consultative Review
IT Governance	Unallocated	PSIAS expectation that this will be covered each year.	To be confirmed





IT Assets	Allocated	Includes detailed testing to ensure that all IT Assets are accounted for. Additional security arrangements required from standard stock control	To be confirmed
Business Continuity & Emergency Planning	Allocated	Review of current arrangements including how financial capacity is built in to emergency planning and business continuity procedures	To be confirmed

Status Key


Unallocated	Audit in Audit Plan, but no work undertaken yet
Allocated	Audit is being scoped / has been scoped and awaiting commencement
Fieldwork	Audit in progress
Draft Report	Audit fieldwork complete, but Final Report not yet issued
Completed	Final Report issued and audit results reported to Audit Committee
Deferred	Audit was in Audit Plan, but will now be undertaken in a later year. Deferred audits agreed by Audit Committee
Delayed	Valid request from function being audited for audit to be undertaken later than proposed

	Issue Identified	Recommendation	Category	Action / Audit Response	Implementation Date
<p>7</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 27</p>	<p>Annual Report The CAE produces an Annual Audit report which summarises the years work and includes analysis of performance. The opinion reflects;</p> <p>2015/16 <i>“Taking into account the issues identified in the audits included in the table above and listed in Appendix B, the issues identified during the investigation and referred to above, and reviews by other assurance providers, it is only possible to provide qualified assurance regarding the systems of internal control operated by the Council. It should be noted that significant control issues were identified only in a small number of the assignments completed, however these issues related to key systems.”</i></p> <p>2016/17 <i>“Taking into account the issues identified in the audits included in the table above and listed in Appendix B, and where appropriate reviews by other assurance providers, the governance arrangements were generally found to be sound and fit for purpose. However the wider risk exposure linked to some of the significant issues reported result in it only being possible to give a qualified assurance”.</i></p> <p>The form required by the PSIAS requires a wider statement which must also include <i>“significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by senior management and the board”</i></p>	<p>In alignment with recommendations made earlier, the internal audit plan should be constructed to provide an explicit link to risk, governance and control and reflecting the other assurances available so that the CAE is able to provide wider assurance to the Authority in support of the governance statement and in the terms specified within the PSIAS. Best practice is that the Annual Report should also contain reference to all significant (residual) risks and therefore co-ordination with and an understanding of issues being raised by the range of assurance sources available is essential in order to meet this broader scope. This links to the recommendations earlier regarding the need to progress the identification of those assurances which are available – where such assurance is considered to be significant (as in the case of PSN) then it would be beneficial to specify the source.</p>	<p>Enhance</p> 	<p>The 2018/19 audit plan has incorporated the External Quality Assessors recommendation.</p> <p>The audit plan for review and approval includes a number of different audit techniques that will be used to gain assurance. One of which is ‘Assurance Mapping’ which will consist of using reviews that may have already been undertaken by other assurance providers and placing reliance on those where possible.</p> <p>There may be occasions where some audit work may need to be undertaken to fill in the gaps identified. Overall this should reduce the time and resource needed in some areas to gain the assurance needed to provide an annual audit opinion.</p> <p>The 2017/18 annual report will incorporate the EQA’s recommendation and expand further on how assurance has been gained.</p>	<p>July 2018</p> <hr/> <p>Complete</p> 


“REVIEW” FINDINGS

	Issue Identified	Recommendation	Category	Action / Audit Response	Implementation Date
Page 28	<p>Evidence of supervision</p> <p>The current process of supervision provides for a documented record of the file review to be maintained although the process of supervision through engagement within the office throughout the assignment is not recorded.</p>	<p>The auditor undertaking each assignment should record on Pentana, within the file review, a summary of discussions held during the assignment which reflect effective input of the named supervisor (or others).</p>	<p>Review</p> 	<p>The Internal Audit Management System allows for ‘points’ to be raised during and at the end of each audit as part of the supervisory and quality review undertaken at the end of each audit. It is appreciated that not all discussions are recorded during the review process.</p>	<p>April 2018</p>
				<p>Auditors will be working more independently in future with additional responsibilities; therefore monthly progress meetings will be required between the Audit Manager and Auditor. These discussions will be recorded and used as evidence of supervision.</p>	<p>Complete</p> 
2	<p>Audit of Ethics and Culture</p> <p>Particular attention is given within the standards to the audit of these areas which are at present considered as part of any review relating to the CIPFA SOLACE guidance.</p>	<p>It would be beneficial to identify these areas as specific assignments in future within internal audit plans in order to demonstrate full conformity with the standards.</p>	<p>Review</p> 	<p>Ethics and cultural review have always been included within the annual Corporate & Ethical Governance review which is based on the CIPFA SOLACE guidance.</p>	<p>December 2018</p>
				<p>For the 2018/19 plan it is believed that further exploration of ethics and culture will be included within the scope of the Corporate and Ethical Governance audit and if serious risks and issues are identified then individual reviews can be set up using contingency days or included within the following years audit plan.</p>	<p>Complete</p> 



“REVIEW” FINDINGS

	Issue Identified	Recommendation	Category	Action / Audit Response	Implementation Date
Page 29	<p>Internal Audit Planning</p> <p>The IAS has moved significantly towards the use of risk based planning although the process is driven by the format of the Pentana system, the CAE has introduced a revised basis for maintaining the spreadsheet used to compile the Internal Audit Risk Assessment model from 2017/18.</p> <p>Nevertheless, greater alignment with Council risk management systems would be beneficial rather than internal audit maintain a separate view of risk.</p>	<p>Future internal audit planning should become increasingly based upon the Council’s risk management system in which the full recognition of key mitigating controls and assurances that these are effectively deployed would represent an essential basis for the focus and conduct of internal audit work</p>	<p>Review</p> 	<p>The Internal Audit Plan has always incorporated the Councils Corporate Risk Registers within the audit planning process; however it is recognised that the Internal Audit (IA) team do have their own records of business risks as they sit more at a departmental level. IA must also review internal control arrangements rather than just the mitigation of risk.</p>	<p>September 2018</p>
				<p>IA is currently working with the Fraud and Risk Manager to find a way of aligning the Risk Management Framework with Internal Audits approach to risk. We are going to start by meeting with Senior Management and identifying what the organisations risk tolerance level is which will provide a base for building a consistent approach to risk across the authority.</p>	<p>In Progress</p>



“REVIEW” FINDINGS

	Issue Identified	Recommendation	Category	Action / Audit Response	Implementation Date
4	<p>Audit Opinions - Recommendations</p> <p>These are currently developed and assessed by each internal auditor, and reviewed by the Supervisor/Audit Manager prior to release of the draft report and which include a grading of the recommendations</p> <p>It is recommended that the classification should align with the risk definitions contained within the Council Risk Management strategy and that a specific date is agreed with client management regarding by which the action should be completed.</p> <p>In this way, communication with auditees may be enhanced through ensuring that a common risk theme is used throughout the Council’s operations including with Members.</p>	<p>Risk definitions used by internal audit should be developed to reflect the risk appetite within the organisation, and the definitions of impact and likelihood used by the Council.</p> <p>It is recognised best practice to use terminology such as High, Medium and Low or Fundamental, Significant and Merits attention and perhaps support this with RAG rated colours linked to the Council’s risk management system using the impact definitions that have been identified.</p> <p>These should be used by each internal auditor to grade the recommendation and discuss the level of risk to which the organisation is exposed with each auditee at the exit meeting.</p>	<p>Review</p> 	<p>The joint approach to risk management as indicated above will provide a basis for IA to assess impact and likelihood in a consistent manner with risk management.</p> <p>A new report template has also been developed using a more recognised terminology with RAG colours.</p> <p>Although IA have always used a RAG status approach with recommendations and issues raised it is appreciated that risk management terminology and IA terminology does not currently align.</p>	<p>September 2018</p> <hr/> <p>In Progress</p>

“REVIEW” FINDINGS

	Issue Identified	Recommendation	Category	Action / Audit Response	Implementation Date
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 31</p>	<p>Audit Opinions - Overall opinions</p> <p>These are currently based upon the personal judgement of each auditor, within the definitions specified as relating and subject to review by the supervisor and CIA of the draft report prior to release.</p> <p>The overall opinion is based on the risks/weaknesses identified although not in alignment with the level of risk identified.</p> <p>The basis for grading of recommendations should normally as a result influence the overall opinion for each audit directly, for example if a risk falling into a definition of the highest category is identified (potential for fatality, loss greater than £1m or severe reputational damage) then the assurance level given is reduced. Any risk of this nature should automatically trigger a negative audit opinion of ‘limited assurance’.</p> <p>Wider best practice provides for three levels of assurance opinion being substantial, adequate or limited as this provides a clearer indication to stakeholders of the level of assurance that can be gained. This opinion can then be aligned directly with the nature of the risks being identified and the grading of those recommendations being made. The use of the grading ‘significant Improvement Required’ is not used by the internal audit service.</p>	<p>The grading of reports should be based upon the level of risk exposure identified within the review and reflect the highest ranked recommendation being reported upon and therefore aligned with the risk appetite of the Council</p> <p>Best practice would reflect:</p> <ul style="list-style-type: none"> - Where a fundamental risk (red) is identified that limited assurance is given. - Where significant risks (amber) are identified then adequate assurance is given, and - Where ‘merits attention’ (yellow) risks are identified these are not referred to in the report and substantial assurance is given. 	<p>Review</p> 	<p>Internal Audit currently uses four categories (<i>Substantial Assurance, Adequate Assurance, Improvement Required and Significant Improvement Required</i>) when providing an overall opinion to each audit with a clear definition of each assurance category and how it is reported within all Draft and Final Audit Reports.</p> <p>However, it is accepted that there is a difference between the definitions of assurance categories within Risk Management and the definitions used by Internal Audit. This will be approached when aligning risk management and internal audit processes.</p> <p>IA has not received any negative feedback to date from Auditees regarding the current overall assurance categories. Following review with Senior Management it is felt that the current assurance categories better reflect how we work locally, therefore we are not proposing to change them in the near future.</p>	<p>September 2018</p> <hr/> <p>Complete</p> 

“REVIEW” FINDINGS

	Issue Identified	Recommendation	Category	Action / Audit Response	Implementation Date
6	<p>Follow up of recommendations</p> <p>The Internal Audit Service currently uses email as the mechanism through which action taken against those recommendations made is monitored. The service currently relies on assurance/evidence from client managers that actions have been taken and follows this up at next audit.</p>	<p>It is recommended that action in relation to those recommendations of a ‘high’ risk nature are evidenced by internal audit when due in order to provide appropriate assurance that the risk has been mitigated in a timely manner.</p>	<p>Review</p> 	<p>Audit findings are followed up monthly by the Acting Audit Manager via email. However, outstanding actions will not be signed off as implemented until evidence has been provided by the auditee.</p>	<p>April 2018</p>
				<p>This can be a resource intensive administration process, therefore the new apprentice will be tasked with chasing responses and collecting evidence of implementation with oversight from the Audit Manager to ensure that the evidence provided is adequate.</p>	<p>Complete</p> 

AUDIT COMMITTEE

26 JULY 2018

REPORT OF DEPUTY CHIEF EXECUTIVE

A.2 EXTERNAL AUDITOR'S AUDIT RESULTS REPORT 2017/18 (Report prepared by Richard Barrett)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT
<p>To present:</p> <ul style="list-style-type: none">• The Annual Governance Statement 2017/18 for approval.• The External Auditor's Audit Results Report for the year ended 31 March 2018, which includes the management representation letter, for consideration and approval, to enable a final opinion on the accounts and value for money arrangements to be formally issued by the External Auditor.• The Statement of Accounts 2017/18 for consideration and approval for publication by the end of July 2018

EXECUTIVE SUMMARY
<ul style="list-style-type: none">• At the time of finalising this report for printing, the External Auditor had substantially completed the audit of the 2017/18 accounts with his associated Audit Results Report attached, which includes as Appendix B a management representation letter for approval by the Committee.• The External Auditor plans on issuing an unqualified audit opinion on the Council's financial statements. To date, the External Auditor also has no matters to report on the Council's arrangements to secure economy, efficiency and effectiveness in its use of resources.• A small number of minor adjustments to the Statement of Accounts have been identified via the audit process, with further details relating to a significant item being set out on page 19 of the Audit Results Report. It is worth highlighting that the amendments do not impact on the financial position of the Council.• Similarly to previous years, the report is a welcomed outcome from the work of the Council's External Auditor given the complexity of the accounting and preparation processes involved in the production of the Statement of Accounts.• The Council's audited Statement of Accounts for 2017/18, which reflect the amendments identified to date, are attached. Subject to the approval of the Audit Committee, the Statement of Accounts are required to be published by the end of July 2018.• At the time of finalising this report for printing, there were a limited number of outstanding actions to be completed by the External Auditor which are set out within

the 'Status of the Audit' section on page 5 of the External Auditor's Audit Results Report 2017/18 attached. Therefore it is possible that further amendments to the accounts and / or management representation letter may be required. If this is the case then any changes will either form part of an addendum report published in advance of the meeting or reported directly at the meeting of the Committee. It is also possible that amendments may be required after the date of the meeting of the Committee if the External Auditor remains in the process of finalising their work. A recommendation is therefore included below that seeks a delegation to the Head of Finance, Revenues and Benefits in consultation with the Chairman or Vice Chairman of the Committee to make any necessary amendments to the accounts and / or management representation letter before they are finalised.

- Following the review process that forms part of the External Auditor's work, the Annual Governance Statement 2017/18 that was previously agreed by the Council's Management Team in May 2018, has been subject to amendment to include additional detail on risk management, the period the statement covers and to include the final opinion of the Acting Audit and Governance Manager. The final version for publication is attached as **Appendix A** for consideration by the Committee.

RECOMMENDATIONS

1. That in respect of the Audit Results Report for the year ended 31 March 2018, the Audit Committee:

(a) Considers and notes the contents of the report including the adjustments to the Statement of Accounts 2017/18 as set out on page 19 of that report;

(b) subject to (a) above, approves the management representation letter set out as Appendix B to the External Auditors Audit Results Report 2017/18;

(c) subject to (b) above, authorises the Head of Finance, Revenues and Benefits and Audit Committee Chairman or Vice Chairman to sign the management representation letter for forwarding to the External Auditor;

(d) subject to (b) and (c) above, approves for publication the audited Statement of Accounts for 2017/18, amended for the adjusted items identified; and

(e) approves a delegation to the Head of Finance, Revenues and Benefits in consultation with the Chairman or Vice Chairman of the Audit Committee to make amendments to the management representation letter for forwarding onto the External Auditor and / or Statement of Accounts 2017/18 before publication, if further changes are recommended by the External Auditor following the completion of the outstanding areas of their work.

2. That in respect of the Council's Annual Governance Statement 2017/18, the Audit Committee:

(a) Approves the revised Annual Governance Statement set out in Appendix A; and

(b) authorises, subject to 2(a) above, the Chief Executive and Leader of the Council to sign the Annual Governance Statement set out in Appendix A.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

Careful planning to ensure financial stability underpins the Council's capacity and ability to deliver against its objectives and priorities. Both the capital and revenue budgets of the authority are prepared and monitored with the aim of supporting these key objectives. The outturn position and associated Statement of Accounts reflects this process and supports the successful financial planning process which includes communicating and consulting with relevant stakeholders.

FINANCE, OTHER RESOURCES AND RISK

Finance and other resources

There are no direct financial implications with the audit expected to be completed within existing budgets. The actual fee is therefore anticipated to be broadly in-line with the planned fee for the year with further details set out on page 37 of the Audit Results Report attached.

Risk

The preparation, reporting and publishing of the Statement of Accounts follows a relatively tight timescale with various milestones along the way. Against this backdrop, the production of the accounts is required to be completed to the necessary standards and deadlines with the aim of preventing any significant issues arising from the audit process.

LEGAL

The Statement of Accounts 2017/18 are prepared within the framework set out in the Local Audit and Accountability Act 2014 and associated regulations, the primary ones being the latest Accounts and Audit Regulations.

The closure of accounts process, the preparation of the Statement of Accounts and their subsequent audit, along with the arrangements to secure value for money, reflect the requirements and responsibilities of the Council.

OTHER IMPLICATIONS

Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.

Crime and Disorder / Equality and Diversity / Health Inequalities / Area or Ward affected / Consultation/Public Engagement.

There are no direct implications from this report. However in respect of equality and diversity, the Council ensures that the Statement of Accounts and associated governance reports are accessible to all by advertising their availability and publishing them electronically on the Council's website.

PART 3 – SUPPORTING INFORMATION

BACKGROUND

The pre-audited Statement of Accounts for 2017/18 were approved for publication by the Council's S151 Officer (Head of Finance, Revenues and Benefits) at the end of May 2018.

The pre-audited Annual Governance Statement 2017/18 was approved for publication by the Council's Management Team at the end of May 2018.

Each year the Council's External Auditors are required to prepare an annual report setting out the outcomes from their review of the Statement of Accounts (including the Annual Governance Statement) and the Council's value for money arrangements. The Audit Committee is required to consider the content of this annual report and approve for publication the final audited Statement of Accounts and Annual Governance Statement.

A draft management representation letter which sets out certain management representations is included as **Appendix B** to the External Auditor's Audit Results Report 2017/18. The Audit Committee are also required to separately approve this letter and authorise the Head of Finance, Revenues and Benefits and Audit Committee Chairman or Vice Chairman to sign it before it is forwarded onto the External Auditor.

Once the above tasks are completed the External Auditor can conclude the audit by finalising and formally issuing the audit opinion along with the certification of the accounts.

AUDIT RESULTS REPORT 2017/18

The auditors have issued their Audit Results Report for 2017/18, a copy of which is attached. Although the External Auditor's work is nearing completion a small number of activities remain outstanding as set out of within the 'Status of the Audit' section on page 5 of the External Auditor's Audit Results Report 2017/18. However the External Auditor currently plans on issuing an unqualified audit opinion in respect of the Financial Statements and to date, they also have no matters to report on the Council's arrangements to secure economy, efficiency and effectiveness in its use of resources.

Following the external audit work completed to date, a small number of adjustments have been required with one significant item highlighted in more detail on page of 19 of the attached External Auditor's Audit Results Report 2017/18.

It is important to highlight that no changes have had an impact on the overall financial position of the Council.

Section 2 (pages 9 to 12) of the External Auditor Report sets out areas of audit focus. Apart from the pension adjustment set out on page 19 of the attached Audit Results Report, no further adverse issues were identified against the various areas of audit focus identified by the External Auditor.

As part of the value for money considerations set out in Section 5 (pages 21 to 23) of the Auditor's Audit Results Report 2017/18, an underlying significant risk area has been highlighted relating to the long term forecast. Although this issue is already being actively

managed and forms part of the actions set out in the Annual Governance Statement, the External Auditor has set out a number of useful recommendations which will be taken into account alongside the complementary actions emerging from the recent peer review and those already identified by Cabinet.

In respect of other reporting issues set out in Section 6 (pages 25 to 27), the External Auditor has commented on the need to consider the Head of Internal Audit's Annual Report being made available earlier in the preparation of the Annual Governance Statement process. This is always going to be a challenge given the significantly reduced timescales to produce and publish the Accounts and Annual Governance Statement, but the issue will be reviewed during 2018/19 to explore the possibility of presenting it to an earlier meeting of the Audit Committee.

The Auditor has also raised the issue of enhancing the reporting of non-financial information to include comparators with prior years and commentary on changes between years. Although this will be considered in future years, it is worth highlighting that the non-performance information referred to primarily relates to specific projects where a commentary is provided on progress to date which addresses the issue raised. However if performance data changes in future years and more statistical indicators are included for example, then comparators will be provided.

To conclude the Statement of Accounts process for 2017/18, the Audit Committee is required to consider the Audit Results Report for the year ending 31 March 2018, approve the management representation letter and approve the final Statement of Accounts for 2017/18, which include the adjustments mentioned earlier in this report. Therefore subject to the agreement of the recommendations above, the final Statement of Accounts for 2017/18 will be published by the end of July 2018 deadline.

The External Auditor will be in attendance at the meeting to formally present their Audit Results Report to the Audit Committee.

As previously highlighted, the work of the External Auditor remains in progress with a small number of actions outstanding. Therefore further issues may emerge and subject to their timing, will be reported via an addendum report published before the meeting or directly at the meeting. Further changes may be required after the date of the Committee, with a delegation to the Head of Finance, Revenues and Benefits in consultation with the Chairman or Vice Chairman of the Committee included in the recommendations above to enable these to be reflected in the final management representation letter and / or the Statement of Accounts before publishing.

As part of the External Auditor's preparation work and in accordance with auditing standards, the External Auditor writes to the Chairman of the Audit Committee, S151 Officer and Monitoring Officer to update their understanding of management processes and procedures and how the Audit Committee gains the necessary assurances from management. Both the request from the External Auditor and the responses from the Chairman of the Audit Committee and relevant Officers are set out as separate attachments for information and completeness.

ANNUAL GOVERNANCE STATEMENT 2017/18

As part of the audit and review process amendments to the Annual Governance Statement 2017/18 have been made as set out in Section 6 (page 25) of the External Auditor's Annual Results Report 2017/18. **Appendix A** sets out the revised Annual Governance Statement 2017/18 with the required amendments highlighted in italic font and shaded.

The Annual Governance Statement is presented to the Committee for consideration and approval along with seeking the necessary agreement to the Chief Executive and the Leader to sign it, which has been reflected in the recommendations above.

BACKGROUND PAPERS FOR THE DECISION

None

APPENDICES

- Appendix A** Annual Governance Statement 2017/18
- Attachment 1** Letter from External Auditor to those Charged With Governance (understanding how the Audit Committee gains assurance from management) along with response from the Audit Committee Chairman
- Attachment 2** Letter from External Auditor to Management – S151 Officer (understanding management processes and arrangements) along with response from the Head of Finance, Revenues and Benefits
- Attachment 3** Letter from External Auditor to Management – Monitoring Officer (understanding management processes and arrangements) along with response from the Head of Governance and Legal Services
- Attachment 4** External Auditor's Audit Results Report for the year ended 31 March 2018 (Including the management representation letter set out as **Appendix B** to that report)
- Attachment 5** The Council's Statement of Accounts 2017/18 for Publication (subject to further changes that may be identified following the completion of the outstanding areas of work by the External Auditor)

TENDRING DISTRICT COUNCIL

ANNUAL GOVERNANCE STATEMENT 2017-18

1. ACKNOWLEDGEMENT OF RESPONSIBILITY FOR A SOUND SYSTEM OF GOVERNANCE

Tendring District 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 a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, the Council acknowledges that it is responsible for: -

- **putting in place proper arrangements for a sound system of governance and internal control**
- **facilitating the effective exercise of its functions**
- **management of risk**

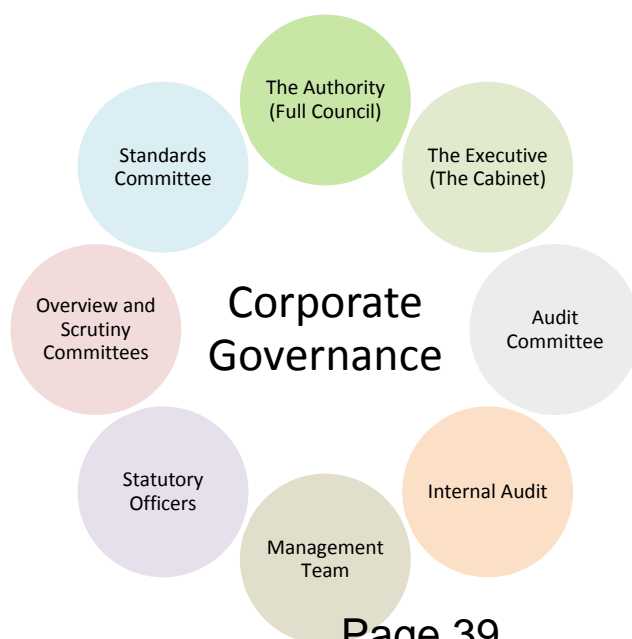
The Council has approved and adopted a Local Code of Corporate Governance, which is consistent with the principles of the **CIPFA / SOLACE *Delivering Good Governance in Local Government Framework (2016 Edition)***. A copy of the Council's Code is available to be viewed or downloaded from the website (www.tendringdc.gov.uk) or can be obtained by contacting the Head of Governance and Legal Services.

This statement explains how the Council has complied with the Code, and also meets the requirements of the Accounts and Audit Regulations 2015, regulation 6(1), which requires all relevant councils to, each financial year: -

- (a) conduct a review of the effectiveness of the system of internal control
- (b) prepare an Annual Governance Statement

This Annual Governance Statement covers the period from 1 April 2017 up until its publication with the Council's Statement of Accounts on 31 July 2018.

2. ROLES OF THOSE RESPONSIBLE FOR THE DEVELOPMENT AND MAINTENANCE OF THE GOVERNANCE ENVIRONMENT



The roles of those responsible for the development and maintenance of the governance environment can be summarised as follows: -

The Authority (Full Council)	The Executive (The Cabinet)
<ul style="list-style-type: none"> • Approve Constitution and Policy Framework • Approve Council's overall budget • Approve matters reserved by law to Full Council 	<ul style="list-style-type: none"> • Undertake the Council's Executive functions • Making decisions within the Budget and Policy Framework
Standards Committee	Overview and Scrutiny Committees
<ul style="list-style-type: none"> • Promote and maintain high standards of conduct • Develop culture of openness, transparency, trust and confidence • Embed a culture of strong ethical and corporate governance 	<ul style="list-style-type: none"> • Review or scrutinise Executive decisions • Assist with policy formulation and review • Report to Council / Cabinet on council functions/ matters affecting the area or its inhabitants
Audit Committee	Management Team
<ul style="list-style-type: none"> • Approve the Council's Statement of Accounts • Independent assurance of adequacy of risk management framework • Consider Internal / External Audit work and recommendations arising 	<ul style="list-style-type: none"> • Develop and maintain the Council's strategic direction • Ensure delivery of agreed targets within service areas • Review overall performance, both financial and non-financial, and change management
Statutory Officers	Internal Audit
<ul style="list-style-type: none"> • Head of Paid Service – discharge of council functions • Monitoring Officer – lawfulness and fairness of decision making • Chief Financial Officer (S151) – lawfulness of Council's financial affairs and financial prudence of decision making 	<ul style="list-style-type: none"> • Provide an independent and objective assurance function • Improve effectiveness of risk management, control and governance processes

3. EFFECTIVENESS OF THE KEY ELEMENTS OF THE CORPORATE GOVERNANCE FRAMEWORK

Purpose of the Governance Framework

The governance framework comprises: -

- **the systems and processes, culture and values by which the authority is directed and controlled**
- **its activities through which it accounts to, engages with and leads its communities**

It enables the authority to monitor: -

- **the achievement of its strategic objectives**
- **to consider whether those objectives have led to the delivery of appropriate services and value for money**

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 ongoing process designed to: -

- **identify and prioritise the risks to the achievement of the Council's policies, aims and objectives**
- **evaluate the likelihood and potential impact of those risks being realised**
- **manage those risks efficiently, effectively and economically**

The Governance Framework has been in place within the Council for the year ended 31 March 2018 and reviewed up to the date of approval of the statement of accounts.

The Governance Framework

The key elements that comprise the Council's governance arrangements include: -

1. The Council's Constitution, Budget and Policy Framework

- The **Council's Constitution** which sets out the Council's decision making framework enabling decisions to be taken efficiently and effectively, provides a means of holding decision makers to public account, a structure to deliver cost effective quality services to the community, and defines roles and responsibilities
- A **Corporate Plan** which identifies the Council's vision, its aims, values, opportunities and values
- **Budget and Policy Frameworks** covering key policies and plans that must be approved or adopted by full Council, including Financial Strategies and Budgets, Asset Strategies and Management Plans, Local Development Plans

2. Other Strategies, Policies and Procedures

- Clear **Codes of Conduct** which set behavioural expectations for all individuals representing the Council
- **Human Resources Policies and Procedures** covering an extensive range of good employment practices
- **Whistleblowing and Complaints Procedures** that provide individuals with opportunities to report issues with the Council
- **Information and IT Policies and Procedures** protecting data held by the Council
- A wide range of strategies, policies and procedures providing governance frameworks over functions and activities of the Council

3. Examples of Good Governance

- The identification of **Priorities and Projects** and their translation into clear goals enabling the targeting of work by departments
- **Performance Management and Budget Monitoring Frameworks** providing a review of key activities against targets set, delivery of projects, and financial performance
- The Publication of **Agendas, Reports, Minutes and Decisions** providing accurate and reliable information to the public
- A **Corporate Risk Management Framework** providing a structure for risk management within the Council, and a **Corporate Risk Register** identifying the key risk that the Council is exposed to that is subject to regular review
- **External Standards Compliance** including compliance with accounting and auditing codes and standards, and conformance of the Council's financial management arrangements with the governance requirements of the CIPFA Statement on "*The Role of the Chief Financial Officer in Local Government (2016)*"
- Robust governance arrangements for working, engaging and consulting with the Council's stakeholders, partners and the public

The Code of Corporate Governance provides a framework of the governance arrangements in place in the Council, and includes additional detail for each of the above headings. The Code is subject to regular review to reflect changes to the Council's Governance Framework, and any update to the CIPFA / Solace framework.

As part of the Annual Review of the Council's Governance Framework, a number of activities and actions have been identified and undertaken during 2017/18 strengthening the Council's Governance Framework. These are set out below against the **Core Principles of Good Governance** identified in the Council's Code of Corporate Governance.

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

- Working throughout 2017/18 to achieve compliance with General Data Protection Regulation (GDPR) legislation using a programme based upon the Information Commissioner's Office twelve point GDPR action plan. Activities have included external challenge of our existing governance arrangements, training activities and a current state assessment. Initially, the Council formed a GDPR project alliance with colleagues from Thurrock Council to combine resources and over time that partnership has grown to include most local authorities with the Essex Online Partnership group.
- Approval of a new Corporate Enforcement Strategy to provide a framework ensuring that the Council's enforcement functions are carried out in an equitable, practical and consistent manner, for introduction in 2017/18.
- Review and adoption of a revised Members' Code of Conduct to ensure an easier understanding of the rules and obligations, especially in respect of interests for both the public and elected members.
- Social Media Guidance for Councillors issued following approval by the Standards Committee.
- Annual Report on Declarations of Interests and mandatory training requirements for members
- On-going training opportunities provided to Officers including dedicated procurement and health and safety training plus topical issues presented to the Senior Managers Forum. Examples of presentations covering GDPR, Income Generation and Trading considerations, increase in Ombudsman decisions finding failings in recording reasons for actions and a workshop on recording and publishing Officer Decisions.
- Emphasising the importance of the legal section content of Reports highlighting the legislative and constitutional powers where relevant to the decision and publishing Officer Decisions.

B. Ensuring openness and comprehensive stakeholder engagement

- The Council continued to be engaged in a number of community projects in partnership with stakeholders with a comprehensive update being endorsed by Cabinet during the year, to be delivered to support the Council's Priorities.
- Key corporate projects with stakeholders were also included within the Council's performance management reports.
- A continuing role for the Local Plan Committee overseeing the final stages of preparing the Publication Draft Local Plan, and recommendation to Full Council, for public consultation prior to submission to the Secretary of State for Examination in Public, with approval, addressing the fundamental issues raised by objectors and dealing with other aspects of planning policy work.
- Reported an updated position since the establishment of North Essex Garden Communities Limited including endorsing exploration of a development corporation with central government.
- Engagement with key stakeholders on significant matters including changes within service delivery, examples being the proposed closure of two sheltered housing schemes and waste and recycling collection.
- All Member briefings on topical subjects including Universal Credits, proposed changes in service delivery of the waste and recycling contract, tools for dealing with Anti-social Behaviour, GDPR and Local Plan matters such as Garden Communities and 5 year housing supply.

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

- Continuing delivery of the Corporate Plan for 2016-2020 which outlined the Council's vision, its priorities and projects, and with community leadership at its heart.
- Regular governance meetings, attended by the Statutory Officers and the Deputy Chief Executive have been established to facilitate the on-going review of corporate governance and the identification of actions that support and promote these issues within the Council. Two areas identified are to:
 - enhance the initial Business Case scoping of spending/investment decisions, with a template being developed; and

- review the Cabinet Report template and provide refreshed guidance on ensuring equalities implications and alternative options are incorporated into early draft reports.

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

- Approval of a revised Treasury Strategy and associated treasury management practices to support the delivery of investment activity that remains in accordance with the relevant Codes of Practice and guidance.
- The Council has established a long term financial sustainability plan during the year with the underlying key aim of protecting services, as far as reasonably practical, during the on-going and challenging public sector financial environment.
- Review of the Council's Committee Structure reducing the Overview and Scrutiny Committees from 3 to 2, responsibilities being split between the Council's resources and services and community leadership with an emphasis on the principle of using task and finish review groups producing evidence based recommendations.
- Review of Financial and Procurement Procedure Rules along with the requirement to use standard contract clauses
- The Council, including Members and Officers fully engaged in a Peer Review undertaken by the Local Government Association which included a section on Governance and Leadership. An Action Plan being developed in response to recommendations and findings from the review.
- The Council supports the governance arrangements (internally and externally) to deliver major projects, such as Garden Communities and the Coastal Community Team (CCT) for Jaywick Sands, which includes scheduling regular meetings attended by senior officers.

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

- The Officer structure of the Council has continued to be subject to revision to facilitate service delivery within the resources available responding to evolving priorities.
- Changes to Cabinet roles and responsibilities during the year to meet the challenges ahead, including Corporate Enforcement being allocated to a Cabinet Member with special responsibility to drive the area.
- An Electoral Review Working Group, with cross party representation from Members, worked on and recommended to Council a reduction in the total number of Councillors and numbers and boundaries of wards submitted to the Local Government Boundary Commission for England (LGBCE). The final recommendations from the LGBCE were reported to and noted by full Council with officers being authorised to review meeting arrangements, Cabinet and committee size, frequency and make up in preparation for the reduction to 48 Councillors in 2019.
- Review of Committee Structure reducing Overview and Scrutiny Committees to two, focusing on external and internal arrangements to take effect from the Annual Council Meeting in April 2018
- The initiation of a digital transformation project to deliver improvements to business continuity and resilience producing efficiencies in working practices.
- Reporting to full Council if members fail to attend meetings within 4 months (rather than 6 months automatic disqualification)
- The approval of a dedicated Senior Governance Officer for recruitment to support the Statutory Officers in the delivery of the Corporate Governance Framework

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

- The retraining of staff and ensuring that rigorous management systems are put in place regarding health and safety.
- The establishment of a dedicated fraud and risk management team within the Council encompassing corporate health and safety responsibilities.
- Formalising the appointment of a named data protection officer in accordance with new GDPR legislation

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

- Monthly reviews being undertaken by the Statutory Officers of the six principles as set out in the Local Code of Corporate Governance consistent with the CIPFA / SOLACE Framework for delivering good governance in Local Government.
- Development of an investment spending decision making template providing guidance on matters to consider such as outcomes to be delivered in accordance with priorities, contribution to long term financial sustainability, project management, risks of delivery, equality impact assessments and other miscellaneous decision making requirements.
- Developing improved project management including review of outcome/benefits allocation of resources.

4. OPINION ON THE LEVEL OF ASSURANCE THAT THE GOVERNANCE ARRANGEMENTS CAN PROVIDE

The framework in place provides a sound basis for delivering good governance within the Council.

The Council has a statutory responsibility for conducting, each financial year, a review of the effectiveness of its system of internal control. The review of effectiveness is informed by: -

- **The work of Internal Audit as outlined in the associated annual report**
- **Any issues reported or comment from the Council's external auditors and other review agencies and inspectorates**
- **The work of senior managers within the Council who have responsibility for the development and maintenance of the governance environment**

In practice, review of effectiveness is an ongoing process throughout the year. Set against the backdrop of ongoing reductions in Government funding of the Council and associated savings targets, action has continued within the Council in 2017/18 to provide a sustainable and long term basis against which to deliver services. These changes present governance challenges and risks that have been recognised as part of the process of managing change.

The Council draws assurance on its governance arrangements from a number of sources, in particular: -

- **Internal Audit**

As set out in the Public Sector Internal Audit Standards (PSIAS) there is a requirement under PSIAS 2450 that the Chief Audit Executive must provide an annual report to the Audit Committee, timed to support the Annual Governance Statement. This must include:

- *an annual internal audit opinion on the overall adequacy and effectiveness of the organisation's governance, risk and control framework (i.e. the control environment);*
- *a summary of the audit work from which the opinion is derived (including reliance placed on work by other assurance bodies); and*
- *a statement on conformance with the PSIAS and the results of the internal audit Quality Assurance and Improvement Programme.*

The Chief Audit Executive presented his annual report to the Audit Committee on 26 July 2018, with a copy of his associated opinion set out below:

The Internal Audit function undertakes a risk based programme of audits each year to provide the Council and its Audit Committee with assurance on the adequacy of its system of internal control, governance and risk management arrangements.

A qualified opinion was provided in 2016/17 based on a number of significant issues being identified within some of the core activity areas of the Council. I am pleased to report that based on the work completed in 2017/18,

significant work has been undertaken to ensure that improvement action has been implemented in all of the areas where significant exposure to risk was reported.

The corrective action taken by officers with regard to the issues raised by Internal Audit aids the improvement / maintenance of the control and governance framework. Robust mechanisms are in place to monitor progress of corrective action, with follow up audits scheduled as necessary.

Internal Audit has been working with services on a consultancy basis to support the implementation of new processes and to ensure that all relevant employees have the appropriate training to competently carry out their role. Procurement, Risk Management and Health and Safety are the three areas where this type of work has been undertaken.

In 2017/18, only two audits received an overall audit opinion of "Improvement Required" where significant issues were identified. The audits were Walton-on-the-Naze Lifestyles and Health and Safety with the issues set out below:

Health and Safety

TDC currently does not have a Health and Safety Program of Works. This is a requirement under HSE guidance as it evidences that the organisation is aware of its main risk areas and can prioritise Health and Safety work rather than being a reactive function. Although the Health and Safety Officer does have an informal plan there is no official program of works that evidences management and officer input. The agreed action is reported below;

- The Fraud and Risk Manager and the Health and Safety Officer will create, implement and monitor a Health and Safety Program of Works. This will need to be reviewed and approved by the Councils Management Team and rolled out to all departments to ensure that all Officers are aware of the Council's Health and Safety priorities.

The second high finding relates to inconsistent approaches to Health and Safety requirements when working with contractors. HSE guidance specifies that the size of the project or work does not matter and therefore Health and Safety principals should be applied consistently to all areas of work. However, because construction work is devolved within each service it increases the risk of staff approaching projects / work differently.

Recommendations have been made to ensure that a consistent risk assessment process is designed and used by all departments. The agreed action is stated below;

- Management Team to communicate the importance of a consistent Health and Safety risk assessment approach when working with all building contractors working on behalf of or in partnership with the Council. The Fraud and Risk Manager to be appointed as key contact ensuring that all departments work in and record information in a consistent way.

Walton-on-the-Naze Lifestyles

Card Payments - PCI Compliance

Merchant copy receipts for credit/debit card transactions display the card holder's full credit card number including the start and expiry dates. This does not comply with PCI Security Standards which states that sensitive card holder details should not be stored on computers or on paper.

Agreed Action;

- Investigations into the configuration of card machines at the Leisure Centres will be undertaken with the merchant supplier in order to remove the personal card details from the receipts held.

Unauthorised Refunds

The process for issuing refunds/credit notes is inconsistent and restrictions on the ability to issue a refund and the approval mechanism are not in place.

Agreed Action;

- In order to provide a consistent and robust approach, procedures will be written which clarify both the process to be followed when issuing a refund and the necessity for appropriate authorisation.

Inadequate Records of Refunds

Terminal readings taken from the Leisure Management System indicate the number of refunds undertaken and the total, these totals could not be matched to any other records held.

Without adequate controls in place unauthorised refunds may be recorded which could result in incorrect balances on the Gladstone system and the potential risk of fraud and erroneous refunds being processed.

Agreed Action;

- In future wherever possible refunds will be actioned on the system.
- A new book has been created to record refunds which includes columns for both the officer actioning the refund and the authorising officer.
- Where system capabilities allow for an electronic alternative to any part of the refund process which can still demonstrate authorisation, the move to a paperless route will be considered.
- Management checks will also be undertaken as part of the monitoring process.

As the majority of audits in 2017/18 received an adequate or substantial assurance opinion and Internal Audit have been and currently are involved in areas where processes are being redesigned, there is reasonable assurance that there is a sound system of internal control with adequate governance arrangements in place. Although work is still ongoing with Risk Management at a departmental level, Senior Management and the Audit Committee are involved in and aware of the changes being made.

Governance arrangements and internal controls have been evaluated in all audits within the plan, albeit with varying levels of scope. Consultancy work is in progress regarding Risk Management with outcomes and actions from the 2016/17 review remaining ongoing.

The opinion of the Acting Audit and Governance Manager is drawn from all of the information reported above, external reviews carried out throughout the year from other assurance providers and through the ongoing work in supporting Senior Management and Services in delivering the Councils objectives and vision.

Based on the significant improvements made since 2016/17, the open dialogue with Senior Management on risk and a generally sound system of internal control, an overall unqualified opinion of Adequate Assurance is provided.

In respect of general risk management actions identified during the year, the following remain in progress within the Council in 2018/19:

- Management Team are currently working with the Fraud and Risk Manager to effectively promote the importance of operational risk management within the Council. The Corporate Fraud and Risk Manager will be attending Management Team meetings on a quarterly basis and provide monthly updates.
- One to one meetings have started to be carried out with senior managers and reviews of the Council's departmental risk registers are being undertaken. Any gaps identified will be included in the next corporate risk register update that will be reported to the Audit Committee in January 2019.
- The Corporate Fraud and Risk Manager has arranged one to one meetings with senior managers to discuss business risks, once identified the findings will be reviewed on a regular basis with an update to be provided to the Audit Committee in January 2019.

- **External Audit**

The Council is subject to an annual programme of external audit work associated with the Council's Statement of Accounts and value for money arrangements.

Each year the auditor's overall findings are brought together in an Audit Results Report and Annual Audit Letter (available on the Council's website). Action is taken on issues identified, with any material ongoing issues incorporated within Significant Governance Issues below.

- **Other Review Agencies and Inspectorates**

The Council is subject to inspection and review by a number of other agencies and inspectorates. The Council aims to take action to address any issues that arise from such inspections and reviews, and to improve governance arrangements where it is appropriate to do so.

- **Senior Managers**

In addition to the review work undertaken above to review and strengthen the Council's Governance Framework, the Council's senior managers have participated in a review of the effectiveness of the system of internal control providing assurance regarding the governance / control environment for their areas of responsibility.

5. ISSUES RAISED IN THE PREVIOUS YEAR'S ANNUAL GOVERNANCE STATEMENT

In respect of the governance issues identified as part of last year's Annual Governance Statement, the actions undertaken to address and resolve those issues included: -

- **Sustainable Resource Deployment - Achievement of Savings Needed over the Medium Term:**

Via the Financial Strategy process, continue to maintain a strong and robust approach to identifying savings and respond to new or additional burdens against the backcloth of planned cuts in Government funding to the Council over the period 2017/18 to 2019/20, with expected savings of £3.4m being required

- A long term financial sustainability plan / 10 year forecast was agreed by Cabinet on 5 September 2017
- The budget for 2018/19 was agreed by full Council on 6 February 2018 which was in-line with the forecast
- Work remains on-going to develop the necessary plan to deliver against the forecast going into 2019/20 along with considering how performance against the forecast can effectively be reported to Members on a regular basis during the year.

- **Sustainable Resource Deployment - Achievement of Savings Needed over the Medium Term:**

To continue to maintain strong governance arrangements as the Council transforms the way in which it provides and delivers its services

- The office rationalisation business plan was agreed in September 2017 and work is now underway to deliver this major project
- A major digital transformation project was agreed by Cabinet in February 2018, with the final steps of the associated procurement process now completed to enable relevant activities to commence as soon as possible going into 2019/20.

- **Informed Decision Making: Garden Communities:**

To continue to play a key role in the development of the Garden Communities Project including key governance structures and financial arrangements set against open and transparent decision making.

- The Interim Business Plan of NEGC Ltd is due to be presented in June 2018 for approval of the work programme which will set out the anticipated key decision making milestones to be reached in 2018/19 with associated reports expected to be presented to Members later in the year.
- It is recognised that associated governance frameworks may be subject to change as the potential option of establishing a Development Corporation to deliver this project continues to be explored.

- **Working with Partners and Other Third Parties: Jaywick Sands:**

To continue to work with Essex County Council and other partners to develop options for residential and other development. To develop options for a housing company and lead on the set up of a company

- Work remains in progress to take this major project forward via the Coastal Community Team (CCT), which is chaired by a Council Director, as the key governance mechanism for delivering on the overall renewal strategy and comprises representatives from external stakeholders. The project will form part of a wider Housing Strategy which is being developed for reporting to Members in 2018/19.

- **Other Major Issues:**

To ensure deliverability of projects without impact on the day to day operations of the Council

- This forms part of business cases / plans when developing significant projects.

- **Other Major Issues:**

To develop and maintain a robust corporate approach to delivery against the Council's health and safety responsibilities

- Health and safety responsibilities were brought together with risk management in 2017 under the leadership of the Fraud and Risk Manager within a dedicated team. Development of a robust corporate approach to delivery against the Council's health and safety responsibilities forms a key focus for this dedicated team going into 2018/19.

6. SIGNIFICANT GOVERNANCE ISSUES

To support the Council in addressing some of the key issues and improvements that have emerged from the annual review of effectiveness, including any items identified as part of the work of the External Auditor, the following actions have been identified : -

Governance Issue	Action
Managing risks and performance through robust internal control and strong public financial management	Continue to develop the long term forecast with a focus on: Ensuring the robustness of assumptions

<p>The Council adopted a new ten year approach to budgeting in 2017, aimed at maximising savings opportunities whilst delivering growth in underlying income to deliver a balanced budget over a ten year forecast.</p> <p>The plan depends upon the use of a reserve specifically established to support the long term financial plan which is estimated to provide up to £3.7 million of funding over the plan period.</p> <p>Risks exist to the plan should income generation schemes not materialise while using non-recurrent reserves to addressing budget gaps is not sustainable should austerity continue.</p>	<p>used in financial planning/forecasting.</p> <ul style="list-style-type: none"> • Prioritising resources whilst maintaining services wherever possible. • Develop a new way of reporting progress against the new long term forecast including an assessment of risk. • Delivery a balanced budget in 2019/20 in-line with the forecast.
<p>Implementing good practices in transparency, reporting, and audit to deliver effective accountability</p> <p>Developing the entity’s capacity, including the capacity of its leadership and the individuals within it</p> <p>Council continuing to demonstrate Value for Money in the use of its resources and delivery of major projects, for example, Garden Communities and Jaywick Sands.</p>	<p>To develop a robust project management approach to governance arrangements and reporting against the expected benefits / outcomes of the Council’s use of resources.</p> <p>To enhance the business planning process to ensure mandates are achieved for initial scoping and developing business cases for deployment and profiling of resources.</p> <p>This will include a review of the Cabinet Report template and issue refreshed guidance on ensuring equalities implications and alternative options are fully incorporated through early considerations.</p> <p>Progress against associated projects to be reported via the Council’s performance management framework</p>
<p>Developing the entity’s capacity, including the capacity of its leadership and the individuals within it</p> <p><i>(Continue the Delivery of the Transforming the Way We Work Project)</i></p> <p>There are four main strands to this project with work already underway:</p> <ul style="list-style-type: none"> • Digital • Customer Service/channel shift • Office Accommodation • People 	<p>Continue to deliver against the project aims and objectives with regular reporting via the Council’s performance management framework, including the establishment of Project Boards.</p>
<p>Developing the entity’s capacity, including the capacity of its leadership and the individuals within it</p> <p>The Council’s Committee Structure is reducing to two Overview and Scrutiny Committees focusing on external and internal arrangements</p>	<p>Embed and develop the new Committee Structure during 2018/19.</p>

<p>Managing risks and performance through robust internal control and strong public financial management</p> <p>Robust information security arrangements, including the implementation of GDPR</p>	<p>To implement and embed the new requirements introduced via the new responsibilities placed on the Council by the General Data Protection Requirements.</p>
<p>Determining the interventions necessary to optimise the achievement of the intended outcomes</p> <p>Outcomes from Peer Review</p>	<p>To develop an action plan for implementation in response to outcomes from the recent review including effective reporting of progress against each action identified.</p>

Progress regarding these governance issues will be monitored throughout the forthcoming year by the Council's Audit Committee.

7. CONCLUSION

We have been advised on the implications of the result of the review of the effectiveness of the governance framework by the Audit Committee, and that the arrangements continue to be regarded as fit for purpose in accordance with the governance framework.

We propose over the coming year to take steps to address the significant governance issues identified in this statement, and to further enhance our governance arrangements. We are satisfied that these steps will address the needs for improvements that were identified in our review of effectiveness and will monitor their implementation as part of our next annual review.

Ian Davidson
Chief Executive

Neil Stock
Leader of the Council

Date:

Date:

ATTACHMENT 1 of AGENDA ITEM A.2

Letter from External Auditor to those Charged With Governance (understanding how the Audit Committee gains assurance from management) along with the response from the Audit Committee Chairman follows.

Councillor A Coley
Chairman of Audit Committee
Tendring District Council
Town Hall
Station Road
Clacton-On-Sea
Essex
C015 1SE

5 February 2018

Ref: 18 KS/TDC/TCWG/2017-18

Direct line: 07876 397986

Email: ksuter@uk.ey.com

Dear Councillor Coley

Tendring District Council
Understanding how the Audit Committee gains assurance from management

Auditing standards require us to update formally our understanding of your arrangements for oversight of management processes and arrangements annually. Therefore, I am writing to ask that you please provide a response to the following questions.

1) How does the Audit Committee, as 'those charged with governance' at Tendring District Council, exercise oversight of management's processes in relation to:

- Undertaking an assessment of the risk that the financial statements may be materially misstated due to fraud or error (including the nature, extent and frequency of these assessments);
- Identifying and responding to risks of fraud in the Authority, including any specific risks of fraud which management have identified or that have been brought to its attention, or classes of transactions, account balances, or disclosure for which a risk of fraud is likely to exist;
- Communicating to employees its view on business practice and ethical behavior (for example by updating, communicating and monitoring against the Council's code of conduct);
- Encouraging employees to report their concerns about fraud; and
- Communicating to you the processes for identifying and responding to fraud or error?

2) How does the Audit Committee oversee management processes for identifying and responding to the risk of fraud and possible breaches of internal control?

3) Is the Committee aware of any:

- Breaches of, or deficiencies in, internal control; and
- Actual, suspected or alleged frauds during 2017/18?

4) Is the Committee aware any organisational or management pressure to meet financial or operating targets?

5) How does the Audit Committee gain assurance that all relevant laws and regulations have been complied with? Are you aware of any instances of non-compliance during 2017/18?

6) Is the Audit Committee aware of any actual or potential litigation or claims that would affect the financial statements?

7) How does the Audit Committee satisfy itself that it is appropriate to adopt the going concern basis in preparing the financial statements?

Please could you provide a response covering the financial year 2017/18 to be returned to me on Tuesday 3 April 2018.

Thank you for your assistance. If you have any queries in respect of this letter please contact Chris Hewitt at CHewitt@uk.ey.com.

Yours sincerely,

Kevin Suter
Associate Partner
For and on behalf of Ernst & Young LLP
United Kingdom

CC Ian Davidson, Chief Executive
Richard Barrett, Head of Finance, Revenues and Benefits

Mr K Suter
Executive Director
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400 Capability Green
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Email: rbarrett@tendringdc.gov.uk

6 April 2018

Our Ref: AC/ISA240/2018
Your Ref: 18/KS/TDC/TCWG/2017-18
Please ask for: Cllr Coley

Dear Kevin

Understanding of How the Audit Committee Gains Assurance from Management

Thank you for your request regarding how those charged with governance within the Council exercise oversight over various management processes in connection with identifying and responding to risks of fraud and the controls that management has established to address such risks.

As Chair of the Council's Audit Committee I can confirm that the Committee maintains comprehensive terms of reference along with an associated work programme which encompasses regulatory, statutory and other governance responsibilities.

In providing a general response to questions 1) and 2) that you have raised, the Audit Committee's activities continue to include:

- Reviewing the regular reports of both Internal Audit and External Audit including the annual report from the Head of Internal Audit. The Committee aims to ensure that issues that may have an impact on the risk of fraud are adequately challenged and followed up and have included:
 1. Segregation of duties
 2. Banking / Cash handling
 3. IT systems
 4. Procurement
 5. Certification and payment of invoices
 6. Inventory Control
- Monitoring action plans and recommendations flowing from the above reports.
- Reviewing and approving the External Auditors Annual Governance Report and the Statement of Accounts.
- Reviewing and approving the Annual Governance Statement. This also involves a review of the Council's Code of Corporate Governance during the year.

- Reviewing the Risk Management Procedures and Corporate Risk Register on a regular basis along with receiving regular updates on progress against any agreed actions.
- The Committee requests information / assurances from Heads of Services on matters arising from any activity carried out within the Committees' area of responsibility as and when appropriate.
- Requesting the attendance of relevant officers at the meeting of the Committee to ask questions and seek assurances where appropriate. Updates were requested and subsequently provided to the Committee during the year.
- The Committee maintains an on-going list of outstanding issues to ensure items are followed through and effectively dealt with.
- Responding proactively to issues arising such as informing departments of potential areas of weakness where appropriate.
- Receiving and reviewing the Council's whistleblowing policy.
- Receiving, reviewing and agreeing policies such as those associated with anti-fraud and corruption activities along with the Risk Based Verification Policy each year.
- Receiving and reviewing the regular briefings from External Audit.
- Undertaking a self-assessment style approach to the effectiveness of the Committee to ensure members are aware of their responsibilities and areas where additional knowledge or training may be required such as those around fraud / risk of fraud.
- Ensuring new members of the Committee are trained before attending Committee meetings, which is a requirement highlighted in the Council's Constitution.

I am also aware of management processes which support governance and control issues such as Corporate Directors and Heads of Services attending weekly Management Team meetings where there is the opportunity to discuss a range of issues such as decision making processes, adherence to the constitution and to ensure laws and regulations etc. are reflected. Both the Council's S151 and Monitoring Officers are invited to attend these weekly meetings.

I was pleased to see the establishment of a dedicated Corporate Fraud team within the Council during 2017/18. Although adopted late in the financial year, the Council has also recently adopted CIPFA's best practice guidance on managing the risk of fraud and corruption, with the Audit Committee overseeing its implementation during 2018/19.

The format of the Council's reports ensure that key financial, legal and other relevant legislation / regulations are captured and form part of the decision making process. A section on risk is included within the implication section of reports.

In responding to the further 5 points you raise, I have set my comments out in the following table:

Point	Response
3)	<p>The Audit Committee is not aware of any material breaches of or deficiencies in internal controls. As mentioned above, issues brought to the attention of the Committee during the year are managed to a successful / adequate conclusion.</p> <p>Officers continue to provide updates to the Audit Committee on the alleged fraud committed against the Council during 2016/17 and I am aware that Financial Services continues to work alongside Legal Services to recover the money owed. I will ensure that the Audit Committee continues to be kept up to date as appropriate.</p>

4)	I am not aware of any organisational or management pressure to meet financial operating targets.
5)	<p>I am not aware of any non-compliance issues in respect of laws and regulations during 2017/18.</p> <p>I am aware that key decisions within the Council are taken within a framework of reporting to Management Team and Members. Reports for significant / key issues are freely available to all members with the format of reports requiring the inclusion of important financial and legal issues along with risk. The Council's S151 officer attends all Audit Committee meetings where such issues may be raised and responses required where appropriate.</p>
6)	<p>Apart from the issue below, I am not aware of any significant actual or potential litigation or claims that would materially affect the financial statements.</p> <p>I have been made aware that the Health and Safety Executive have now concluded their legionella investigation at Frinton and Walton Lifestyles Centre and have decided to prosecute the Council. I will be requesting updates from Officers as this matter progresses in 2018/19.</p>
7)	<p>The Audit Committee is not directly involved in the Council's Financial and Budgetary Framework however all members are involved in the development of the associated processes and plans during the year as well as the budget monitoring reporting processes.</p> <p>I am not aware of any issues identified as part of the above or that has been directly reported to the Audit Committee as part of a specific activity or function within its terms of reference that would adversely affect the adoption of the going concern basis in preparing the Financial Statements.</p>

I hope that this satisfactorily answers the questions you have raised but please let me know if you need any additional information or if I can be of any further assistance.

Yours Sincerely

Cllr A Coley
Audit Committee Chairman

ATTACHMENT 2 of AGENDA ITEM A.2

Letter from External Auditor to Management – S151 Officer (understanding management processes and arrangements) along with response from the Head of Finance, Revenues and Benefits follows.

Richard Barrett
Head of Finance, Revenues and Benefits
Tendring District Council
Town Hall
Station Road
Clacton-On-Sea
Essex CO15 1SE

5 February 2018

Ref: 18 KS/TDC/MGT/2017-18

Direct line: 07876 397986

Email: ksuter@uk.ey.com

Dear Richard,

Tendring District Council
Understanding your management processes and arrangements

Auditing standards (ISA 240) require us to formally update our understanding of your management processes and arrangements annually. Therefore, we are writing to ask that you please provide a response to the following questions.

- What are the management processes in relation to:
 - Undertaking an assessment of the risk that the financial statements may be materially misstated due to fraud or error (including the nature, extent and frequency of these assessments);
 - Identifying and responding to risks of fraud in the Authority, including any specific risks of fraud which management have identified or that have been brought to its attention, or classes of transactions, account balances, or disclosure for which a risk of fraud is likely to exist;
 - Communicating to employees its views on business practice and ethical behavior (for example by updating, communicating and monitoring against the Authority's code of conduct);
 - Encouraging employees to report their concerns about fraud; and
 - Communicating to the Audit Committee (i.e. those charged with governance) the processes for identifying and responding to fraud or error?
- What are Management's views about whether there are areas within the organisation that are at risk of fraud?
- Does Management have knowledge of any actual or suspected or alleged instances of fraud or fraudulent financial reporting?
- Where the answer to question 3 above is 'yes', what was Management's response to the situation(s) identified?
- Is Management satisfied that internal controls to prevent and detect fraud, including segregation of duties, exist and work effectively?
- Are there any deficiencies in internal control?
- Are you aware of any instances where controls have been overridden?
- Is there is any organisational or management pressure to meet financial or operating targets?

- Are there any particular areas of the accounts that are more susceptible to false entries or omissions or other forms of manipulation? Are management aware of any such manipulation having occurred?
- How does management gain assurance that all relevant laws and regulations have been complied with? Have there been any instances of non-compliance during 2017/18?
- Are there any actual or potential litigation or claims that would affect the financial statements?
- How does Management satisfy itself that it is appropriate to adopt the going concern basis in preparing the financial statements?
- Could you please provide a list of the affiliates of the Council or any changes to the Council and its officers and Members since 1 April 2017?
- In relation to independence matters, is management aware of:
 - Any employment discussions currently underway with, or any outstanding offers of employment to, any audit engagement team members, including key audit partners, concerning an appointment to a significant accounting role (SAR) or a financial reporting oversight role (FROR) with the Council;
 - Any former audit engagement team members, including key audit partners, who have taken employment with the Council in a SAR or FROR, or has moved into a SAR or FROR at the Council since 1 April 2017;
 - Any close relationships with any individuals in a significant accounting role or a financial reporting oversight role at the Council and any EY partner or EY professional; and
 - Any business relationships between EY member practices and the Council.

Please could you provide a response covering the financial year 2017/18 to be returned to me on Tuesday 3 April 2018.

Thank you for your assistance. If you have any queries in respect of this letter please contact Chris Hewitt at CHewitt@uk.ey.com.

Yours sincerely,

Kevin Suter
Associate Partner
For and on behalf of Ernst & Young LLP
United Kingdom

CC Ian Davidson, Chief Executive



Mr K Suter
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6 April 2018

Our Ref: RB/ISA240/2018
Your Ref: 18/KS/TDC/MGT/2017-18
Please ask for: Richard Barrett

Dear Kevin

The Council's Management Processes and Arrangements

Thank you for your recent letter regarding updating your understanding of the Council's management processes and arrangements.

A summary of the key activities or management processes operated within the organisation in response to point 1) in your letter are summarised below:

- A robust and adequately structured Internal Audit function is in place which regularly reports to the Audit Committee on the outcomes from the audit activity undertaken and whose work includes key financial system audits, anti-fraud and corruption activities within its annual work programme. Reports to Audit Committee provide a monitoring framework for the high level issues that may emerge from the outcome from the work of Internal Audit, with services invited to attend the Committee where necessary.
- Timely and proportionate actions are taken in response to External Audit recommendations where appropriate, with action plans in place which are reported to the Audit Committee on a regular basis.
- Corporate Risk Management Procedures along with a comprehensive Corporate Risk Register are in place which are reviewed by Management Team on a regular basis and reported to the Audit Committee based on a six monthly cycle.
- All Directors attend weekly Management Team meetings where there is the opportunity to discuss a range of issues such as decision making processes, adherence to the constitution and to ensure laws and regulations etc. are reflected. The Council's S151 Officer and Monitoring Officer can attend the Council's Management Team meetings as required / requested and are free to attend at any time and do so on a regular basis.
- A table of Audit Committee outstanding actions is maintained to ensure adequate responses to questions and queries raised by the Audit Committee in fulfilling their governance / assurance responsibilities are undertaken and monitored.
- Codes of conduct are in place and communicated to members and officers as appropriate.

- A review of the Council's governance arrangements was undertaken during the year and an Annual Governance Statement produced.
- A whistleblowing policy is in place and is subject to regular review. This is in addition to a range of related HR policies and guidance that are freely available on the Council's Intranet. There continues to be an easily accessible area on the Council's intranet that brings such policies together.
- The implementation / review of relevant anti-fraud and corruption strategies within the authority are reported to the Audit Committee along with a Risk Based Verification Policy each year.
- The format of the Council's reports ensure that key financial, legal and other relevant legislation / regulations are captured and form part of the decision making process. A section on risk is included within the implications section of reports.
- Clear and timely information is provided to services in advance of the closure of accounts deadlines to ensure they are aware of the year end requirements and accountancy staff engage directly with services as part of this process. Analytical reviews are also undertaken by accountancy such as reviews of debtors and creditors to ensure financial transactions are correctly recorded with comparisons to previous years also made.

A dedicated Corporate Fraud resource was established last year which has a wider focus on anti-fraud activities across the Authority. Although adopted late in the financial year, the Council has recently adopted CIPFA's best practice guidance on managing the risk of fraud and corruption which will be fully implemented in 2018/19.

The following table sets out responses against each of the bullet points raised in your letter:

Bullet Point	Response
2 nd	There are areas within the Authority that are inherently subject to a greater risk of fraud such as cash handling, procurement, payments and payroll, housing tenancies and Council Tax discounts for example. Internal governance arrangements including an adequate control environment are implemented via the work of Internal and External Audit along with segregation of duties to mitigate as far as possible the ability for people to instigate fraudulent activity against the Authority. Such activities will also be underpinned by the Corporate Fraud approach mentioned in above.
3 rd & 4 th	Work remains on-going within Finance and Legal Services in respect of the recovery of money following the alleged fraud against the Authority relating to theatre income. I am not aware of any instances of fraudulent financial reporting.
5 th & 6 th	There is no evidence to indicate that the internal controls to prevent and detect fraud are not working within the authority or any material deficiencies in internal controls. The control environment within the Council provides for or maximises as far as possible an appropriate level of segregation of duties which based on the outcome from audit activity are working effectively. Segregation of duties along with authorisation limits and management review processes aim to provide an adequate control environment to

	limit the potential for fraud to be committed.
7 th	I am not aware of any significant instances where controls have been overridden.
8 th	I am not aware of any organisational or management pressure to meet financial or operating targets.
9 th	<p>Management are not aware of any manipulation through false entries or omissions or any other forms. An analytical review approach adopted supports the aim of preventing such occurrences. A variance analysis approach is also undertaken as part of the outturn process with any significant variances reviewed and reported to Management Team and Members as appropriate.</p> <p>A comprehensive validation process is carried out on any significant variances for the year with any unexpected or material variances reviewed by accountancy in consultation with the relevant service.</p>
10 th	<p>I am not aware of any on-going non-compliance issues in respect of laws and regulations during 2017/18.</p> <p>Key decisions within the Council are taken within a framework of reporting to Management Team and Members. Management Team review key reports along with the Council's Monitoring Officer and S151 Officer, with the expectation that such issues would be identified and appropriate responses provided.</p>
11 th	The Health and Safety Executive have now concluded their legionella investigation at Frinton and Walton Lifestyles Centre and have decided to prosecute the Council. This issue will be reflected within the 2017/18 Statement of Accounts where relevant.
12 th	The Councils' financial position / standing is managed within a robust Financial Strategy framework that involves independent scrutiny by members, regular budget monitoring reports and outturn reviews. No issues have been raised during 2017/18 that would have an adverse impact on the adoption of the going concern basis.
13 th	<p>The Council has a 'stake' in North Essex Garden Communities Limited, a joint strategic entity which is equally owned by Essex County Council, Colchester Borough Council, Tendring District Council and Braintree District Council. The company is limited by shares with the shares having an equal ranking</p> <p>There have been no significant changes to the Council since 1 April 2017.</p> <p>Although there have been no significant changes in terms of the Administration / Executive Function of the Council, there has been a number of changes of political groups / membership of political groups since 1 April 2017.</p>

14 th	I am not aware of any such issues over and above those already highlighted with your Audit Planning Report for the year ended 31 March 2018 (page 30)
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I hope that this provides a satisfactory response to the questions you have raised but please let me know if you need any additional information or if I can be of any further assistance.

Yours Sincerely

Richard Barrett
HEAD OF FINANCE, REVENUES AND BENEFITS

ATTACHMENT 3 of AGENDA ITEM A.2

Letter from External Auditor to Management – Monitoring Officer (understanding management processes and arrangements) along with response from the Head of Governance and Legal Services follows.

Lisa Hastings
Head of Governance and Legal Services & Monitoring Officer
Tendring District Council
Town Hall
Station Road
Clacton-On-Sea
Essex CO15 1SE

5 February 2018

Ref: 18 KS/TDC/MGT/2017-18

Direct line: 07876 397986

Email: ksuter@uk.ey.com

Dear Lisa,

Tendring District Council
Understanding your management processes and arrangements

Auditing standards require us to formally and annually update our understanding of your organisation's oversight of the processes and arrangements put in place by both those charged with governance and Management to ensure that the entity operates in a manner consistent with all relevant legal provisions and has in place adequate and appropriate arrangements to prevent and detect any such breaches.

Therefore, I am writing to ask that you please provide a response to the following questions.

- ▶ How do you, as Monitoring Officer, gain assurance that all relevant laws and regulations have been complied with?
- ▶ How, as Monitoring Officer, do you exercise oversight over those charged with governance and Management and their arrangements in relation to:
 - ▶ Assessing and responding to either changes in the legal framework or identified or potential breaches of relevant legal provisions;
 - ▶ Ensuring that joint working arrangements and other such similar arrangements operate in a manner consistent with the entity as a single body in respect of law and regulation and do not pose a risk, either operational, reputational or financial;
 - ▶ Undertaking an assessment of the risk that the financial statements may be materially misstated due to fraud or error (including the nature, extent and frequency of these assessments);
 - ▶ Identifying and responding to risks of fraud in the organisation, including any specific risks of fraud which have been identified or that have been brought to either those charged with governance's or Management's attention, or classes of transactions, account balances, or disclosure for which a risk of fraud is likely to exist;
 - ▶ Identifying and responding to potential or actual unlawful acts which have been identified or that have been brought to either those charged with governance's or Management's attention;
 - ▶ Communicating to employees their views on business practice and ethical behaviour (for example by updating, communicating and monitoring against the organisation's code of conduct);
 - ▶ Encouraging employees to report their concerns about fraud or potential illegal acts;
 - ▶ Communicating the processes for identifying and responding to fraud or error; and

- ▶ Compliance with internal control arrangements and due process?

- ▶ Are you aware of any:
 - ▶ Breaches of, or deficiencies in, internal control in respect of fraud or compliance with relevant legal provisions that could have a significant effect on the entity or a material impact on the financial statements;
 - ▶ Actual, suspected or alleged frauds or breaches of legislative requirements during 2017/18;
 - ▶ Excessive or undue pressure to meet financial or operating targets that may unduly influence the actions of either those charged with governance or Management;
 - ▶ Actual or potential litigation or claims that would have a significant effect on the entity or a material impact on the financial statements;
 - ▶ Circumstances that would call into question the preparation of the financial statements on a going concern basis?

Please could you provide a response covering the financial year 2017/18 to be returned to me on Tuesday 3 April 2018.

Thank you for your assistance. If you have any queries in respect of this letter please contact Chris Hewitt at CHewitt@uk.ey.com.

Yours sincerely,

Kevin Suter
Associate Partner
For and on behalf of Ernst & Young LLP
United Kingdom

CC Ian Davidson, Chief Executive



Sent by email

Town Hall
Station Road
Clacton on Sea
Essex CO15 1SE

Tel: (01255) 686561
Email: lhastings@tendringdc.gov.uk
Please ask for : Mrs Hastings

F.A.O. Kevin Suter
Your Ref : 18 KS/TDC/MGT/2017-18

4th April 2018

Dear Sirs,

Thank you for your letter dated 5th February 2018 regarding the annual update of the Council's oversight of the governance arrangements and processes in place and I apologise for the delay in responding to the same.

As the Council's Monitoring Officer, I have access to all of the Council's reports, the format includes a legal section detailing the relevant legislation / regulations to the subject matter and the Council authority to proceed with the decision making process. Draft reports are submitted to Management Team for approval, as Monitoring Officer I receive the weekly agenda and am able to attend Management Team meetings to contribute to any discussions or respond to the report author directly.

Portfolio Holder and Officer Decisions detailing the legal requirements are only published with either my approval or from the Committee Services Manager. Feedback would be provided direct to the author if an irregularity was found on the use of the Councils powers and remit to act.

Each directorship of the Council is responsible for the day to day operation of the services which fall within their remit. Each service is managed by a Head of Service who is responsible for ensuring that all relevant laws and regulations have been complied with. I am able to request any Head of Service to provide direct assurance that new legislation or changes to existing have been picked up and the Council is responding to them accordingly. In some instances, I might request that a briefing note is submitted to the Management Team, if I consider that the matter should receive attention at this level however, in my experience most Heads of Service are proactive and provide briefing notes on changes to legislation or working practices within their own service responsibilities to Management Team and fellow Heads of Service and Senior Managers.

A robust and adequately structured Internal Audit function is in place which regularly reports to the Audit Committee on the outcomes from the audit activity undertaken. If irregularities were to be found through any audit activity which raised concerns over the Council's ability to act, unlawful or ultra vires actions, I would be consulted by the audit team and any necessary action would be discussed and agreed. Future assurances in such an area would be monitored through audit recommendations. A table of Audit Committee outstanding actions is maintained to ensure adequate responses to questions and queries raised by the Audit Committee in fulfilling their governance / assurance responsibilities are undertaken and monitored. This is presented to Management Team on a quarterly basis.

A central record of the Scheme of Delegation listing the statutory powers exercised by Officers in the performance of their functions is held by the Monitoring Officer.

Reports to Audit Committee provide a monitoring framework for the high level issues that may emerge from the outcome from the work of Internal Audit, with services invited to attend the Committee where necessary.

Timely and proportionate actions are taken in response to External Audit recommendations where appropriate, with action plans in place which are reported to the Audit Committee on a regular basis.

All 3 Corporate Directors attend the Chief Executive's weekly Management Team meetings where there is the opportunity to discuss a range of issues such as decision making processes, adherence to the constitution and to ensure laws and regulations etc. are reflected. The Council's S151 Officer and Monitoring Officer can attend the Council's Management Team meetings as required / requested and are free to attend at any time.

During 2017-18, regular monthly governance meetings have been set up with the three Statutory Officers and Corporate Director (Corporate Services) to review compliance with the six principles and Local Code of Corporate Governance and generally discuss governance matters. Although I am not aware of any breaches of the Council's equality duties, improvements in this area will be included within the Annual Governance Statement for action within 2018/18.

Proposed joint working would be discussed at Management Team and as Monitoring Officer I would be involved in the discussions and together with the Section 151 Officer we would ensure that any proposals or similar arrangements operated in an appropriate manner and do not pose a risk, either operational, reputational or financial. In most joint working concept projects, I would form part of the governance and legal project teams and contribute directly having substantial involvement in any report writing. The project groups for Garden Communities have recently been revised, with the Monitoring Officers from the 4 Essex authorities forming a dedicated legal group to look at the necessary decision making for the councils over the next 12-18 months, I chair this group. There is a similar finance group and there will be joint meetings over the coming year.

The format of the Council's reports ensures that key financial and risk assessment is included within the implications section. Clear and timely information is provided to services in advance of the closure of accounts deadlines to ensure they are aware of the year end requirements and accounts deadlines to ensure they are aware of the year end requirements and accountancy staff engages directly with services as part of this process. Analytical reviews are also undertaken by accountancy such as reviews of debtors and creditors to ensure financial transactions are correctly recorded.

Codes of Conduct are in place and communicated to members and officers as appropriate. The Members' Code of Conduct has been the subject of a review and a revised Code was recommended to Council for adoption in January 2018, to come into effect on 1st April. As Monitoring Officer I deal directly with all Code of Conduct matters involving elected members and report quarterly to the Standards Committee.

A whistleblowing policy is in place and is subject to regular review. This is in addition to a range of related HR policies and guidance that are freely available on the Council's Intranet. There continues to be an easily accessible area on the Council's intranet that brings such policies together.

Strategies preventing fraud and corruption within the Council's processes and procedures are presented to the Audit Committee along with a Risk Based Verification Policy each year.

A dedicated Corporate Fraud resource was established last year which has a wider focus on anti-fraud activities across the Authority.

In response to the five specific enquires you have made to my awareness of breaches, allegations of fraud or failure to comply with relevant legal provisions that could have a significant effect or a material impact on the financial statements, my comments are as follows:

1. & 2. (a) Criminal investigations are continuing with a view to recovery of the monies due including consideration of the Proceeds of Crime Act in respect of a contractor who failed to reimburse the Council with some significant sums of money they were holding on our behalf in breach of the terms and conditions of the contract.
- (b) Walton and Frinton Leisure Centre:
 - Following a member of the public being treated in hospital, who is alleged to have contracted legionella's disease after using the showers in the gymnasium area of the Leisure Centre, Public Health England contacted the premises.
 - Public Health together with the Health and Safety Executive commenced investigations into the events and potential breaches of regulatory requirements. We have received notification from the HSE that this matter is now being referred for prosecution under the Health and Safety Work etc. Act 1974 however, the potential charges have not been specified to date.
3. I am not aware of excessive or undue pressure to meet financial or operating targets that may unduly influence the actions of either those charged with governance or management?
4. (a) Legal and Financial Services continue to work together on both the breach of contract and the HSE investigation matters as referred to above, although at the time of writing no litigation has been commenced therefore the value of litigation is currently unknown.
- (b) The Council has been in negotiations to pay compensation in the region of £29,000 as a consequence of revoking an Article 4 direction concerning planning development.

5. I am not aware of any circumstances that would call into question the preparation of the financial statements on a going concern basis.

I hope that this provides a satisfactory response to the questions you have raised but please let me know if you need any additional information or if I can be of any further assistance.

Yours faithfully

LISA HASTINGS DIP.L.G.

**HEAD OF GOVERNANCE & LEGAL SERVICES
(SOLICITOR & MONITORING OFFICER)**

Tendring District
Council
Audit results report
Year ended 31 March 2018

July 2018

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20 July 2018

Dear Audit Committee Members

We are pleased to attach our audit results report for the forthcoming meeting of the Audit Committee. This report summarises our preliminary audit conclusion in relation to the audit of Tendring District Council for 2017/18.

We have substantially completed our audit of Tendring District Council (the Authority) for the year ended 31 March 2018.

Subject to concluding the outstanding matters listed in our report, we confirm that we expect to issue an unqualified audit opinion on the financial statements in the form at Section 3, before the statutory deadline of 31 July 2018. We also have no matters to report on your arrangements to secure economy, efficiency and effectiveness in your use of resources

This report is intended solely for the use of the Audit Committee, other members of the Authority, and senior management. It should not be used for any other purpose or given to any other party without obtaining our written consent.

We would like to thank your staff for their help during the engagement.

We welcome the opportunity to discuss the contents of this report with you at the Audit Committee meeting on 26 July 2018.

Yours faithfully

Kevin Suter
Associate Partner

For and on behalf of Ernst & Young LLP
Encl

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In April 2015 Public Sector Audit Appointments Ltd (PSAA) issued "Statement of responsibilities of auditors and audited bodies". It is available from the via the PSAA website (www.PSAA.co.uk). The Statement of responsibilities serves as the formal terms of engagement between appointed auditors and audited bodies. It summarises where the different responsibilities of auditors and audited bodies begin and end, and what is to be expected of the audited body in certain areas. The "Terms of Appointment (updated February 2017)" issued by the PSAA sets out additional requirements that auditors must comply with, over and above those set out in the National Audit Office Code of Audit Practice (the Code) and in legislation, and covers matters of practice and procedure which are of a recurring nature. This report is made solely to the Audit Committee and management of Tendring District Council in accordance with the statement of responsibilities. Our work has been undertaken so that we might state to the Audit Committee, and management of Tendring District Council those matters we are required to state to them in this report and for no other purpose. To the fullest extent permitted by law we do not accept or assume responsibility to anyone other than the Audit Committee and management of Tendring District Council for this report or for the opinions we have formed. It should not be provided to any third-party without our prior written consent.



01 Executive Summary



Executive Summary

Scope update

In our audit planning report presented at the 22 March 2018 Audit Committee meeting, we provided you with an overview of our audit scope and approach for the audit of the financial statements. We carried out our audit in accordance with this plan, with the following exceptions:

- The Council restated 2016/17 comparators in the CIES and EFA following an internal restructure. This required additional audit procedures to review the restated comparators;
- Changes in materiality: We updated our planning materiality assessment using the draft financial statements and have also reconsidered our risk assessment. Based on our materiality measure of gross expenditure on provision of services, we have updated our overall materiality assessment to £2.225 million (Audit Planning Report – £2.250 m). This results in updated performance materiality, at 75% of overall materiality, of £1.669m, and an updated threshold for reporting misstatements of £0.111m.

We also identified areas where misstatement at a lower level than materiality might influence the reader and developed a specific audit strategy for them. They include:

- Remuneration disclosures including any severance payments, exit packages and termination benefits.
- Related party transactions.

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Status of the audit

We have substantially completed our audit of Tendring District Council's financial statements for the year ended 31 March 2018 and have performed the procedures outlined in our Audit planning report. Subject to satisfactory completion of the following outstanding items we expect to issue an unqualified opinion on the Authority's financial statements in the form which appears at Section 3:

- Completion of our review of the Property, Plant and Equipment, Collection Fund and Housing Revenue Account
- Review of Cash Flow statement
- Completion of Movement in Reserves
- Finalisation of Journal testing
- Completion of more minor disclosure notes
- Final Partner and Manager review of the completed audit work;
- Receipt and review of a revised set of statements incorporating audit adjustments
- Receipt of the signed management representation letter (see Appendix B)
- Completion of subsequent events procedures to the date of signing the audit report
- Completion of procedures required by the National Audit Office (NAO) regarding the Whole of Government Accounts submission

We expect to issue the audit certificate at the same time as the audit opinion.



Executive Summary

Audit differences

At the time of writing this report there are no unadjusted audit differences arising from our audit.

We have reported an overstatement of the Council's pension assets by £2.413 million due to a difference between the actuary's estimated and actual values within the Council's pension scheme.

Until our work is complete, further amendments may arise. We will update the Audit Committee should any further adjustments arise from our remaining work.

Areas of audit focus

Our Audit Planning Report identified key areas of focus for our audit of Tendring District Council's financial statements. This report sets out our observations and conclusions, including our views, if any, on areas which might be conservative, and where there is potential risk and exposure. We summarise our consideration of these matters, and any others identified, in the "Key Audit Issues" section of this report.

We did not identify any new key areas of focus since the Audit Planning Report.

We ask you to review these and any other matters in this report to ensure:

- There are no other considerations or matters that could have an impact on these issues
- You agree with the resolution of the issue
- There are no other significant issues to be considered.

There are no matters, apart from those reported by management or disclosed in this report, which we believe should be brought to the attention of the Audit Committee.

Control observations

We have adopted a fully substantive approach, so have not tested the operation of controls.



Executive Summary

Value for money

We have considered your arrangements to take informed decisions; deploy resources in a sustainable manner; and work with partners and other third parties. In our Audit Planning Report we identified one significant risk concerning:

- Sustainable resource deployment: the Council's new ten year approach to budgeting, aimed at maximising savings opportunities whilst delivering growth in underlying income to deliver a balanced budget over a ten year forecast.

We have no matters to report about your arrangements to secure economy efficiency and effectiveness in your use of resources.

Other reporting issues

We have reviewed the information presented in the Annual Governance Statement for consistency with our knowledge of the Authority. We requested amendments to include the final Head of Internal Audit opinion and include further details on audits receiving a requires improvement opinion.

We have not yet performed the procedures required by the National Audit Office (NAO) on the Whole of Government Accounts submission. However as the Council is below the £500m testing threshold for detailed procedures on your consolidation pack, we do not expect to have any issues to report.

We have no other matters to report.

Independence

Please refer to Section 9 for our update on Independence.



02 Areas of Audit Focus



Areas of Audit Focus

Significant risk

Risk of fraud in revenue and expenditure recognition

What is the risk?

Under ISA 240 there is a presumed risk that revenue may be misstated due to improper revenue recognition. In the public sector, this requirement is modified by Practice Note 10 issued by the Financial Reporting Council, which states that auditors should also consider the risk that material misstatements may occur by the manipulation of expenditure recognition.

Having assessed the key income and expenditure streams of the Council, we judged that there was material opportunity and incentive for the incorrect classification of revenue spend as capital expenditure.

What judgements are we focused on?

Page 79
We focused on:

- Considering whether or not purchase invoices were being inappropriately classified as capital
- Whether management were inappropriately processing journals that transferred amounts from revenue to capital

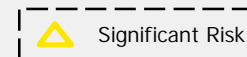
What did we do?

- Obtained breakdown of capital additions in the year and reviewed the descriptions to identify any items that could be revenue in nature.
- Amended our sample sizes when testing PPE additions to reflect the existence of this risk.
- Agreed samples to source documentation to ensure the capital/revenue split was reasonable.
- Designed journal procedures to identify and review adjustment manual journals that moved amounts from revenue codes to capital codes.

What are our conclusions?

Our testing did not identify any material misstatements from revenue and expenditure recognition.

Overall our audit work did not identify any material issues or unusual transactions to indicate any misreporting of the Authority's financial position.





Areas of Audit Focus

Significant risk

Misstatements due to fraud or error

What is the risk?

The financial statements as a whole are not free of material misstatements whether caused by fraud or error.

As identified in ISA (UK and Ireland) 240, management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records directly or indirectly and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively.

We identify and respond to this fraud risk on every audit engagement.

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What judgements are we focused on?

We focused on the following:

- Understanding the risks of fraud and the controls put in place to address those risks by management and how the Audit Committee oversees management's processes over fraud.
- Considering the effectiveness of management's controls designed to address the risk of fraud.
- Determining an appropriate strategy to address those identified risks of fraud.
- Performing mandatory procedures in respect of journal entries, estimates and significant unusual transactions.

What did we do?

- Wrote to the Head of Finance, Revenues and Benefits, Chair of the Audit Committee, Head of Internal Audit and Monitoring Officer in this regard and reviewed their responses.
- Tested the appropriateness of journal entries recorded in the general ledger and other adjustments made in preparing the financial statements.
- Reviewed accounting estimates for evidence of management bias.
- Evaluated the business rationale for any significant unusual transactions; and
- Reviewing capital expenditure on property, plant and equipment to ensure it meets the relevant accounting requirements to be capitalised.

What are our conclusions?

We have not identified any material weaknesses in controls or evidence of material management override.

We have not identified any instances of inappropriate judgements being applied.

We did not identify any other transactions during our audit which appeared unusual or outside the Authority's normal course of business.

We did not find any evidence that revenue costs had been inappropriately capitalised





Areas of Audit Focus

Other areas of audit focus

Property, Plant and Equipment Valuation

What is the risk?

Property, plant and equipment (PPE) represents a significant balance in the Council's accounts and are subject to valuation changes, impairment reviews and depreciation charges.

Material judgemental inputs and estimation techniques are required to calculate the year-end PPE balances held in the balance sheet.

As the Council's asset base is significant, and the outputs from the valuer are subject to estimation, there is a significant risk PPE may be under/overstated or the associated accounting entries incorrectly posted.

ISAs (UK and Ireland) 500 and 540 require us to undertake procedures on the use of experts and assumptions underlying fair value estimates.

What judgements are we focused on?

We are focused on the following:

- The adequacy of the scope of the work performed by the valuer including their professional capabilities
- The reasonableness of the underlying assumptions used by the Authority's expert valuer

What did we do?

- Considered the work performed by the Council's valuers, including the adequacy of the scope of the work performed, their professional capabilities and the results of their work.
- Sample tested key asset information used by the valuers in performing their valuation.
- Considered the annual cycle of valuations to ensure that assets have been valued within a 5 year rolling programme as required by the Code for PPE. We also considered if there were any specific changes to assets that had occurred and that these had been communicated to the valuer.
- Reviewed assets not subject to valuation in 2017/18 to confirm that the remaining asset base is not materially misstated.
- Considered changes to useful economic lives as a result of the most recent valuation.
- Tested accounting entries had been correctly processed in the financial statements.

What are our conclusions?

We are satisfied with the scope of the work performed by the valuer including their professional capabilities;

We sample tested key asset valuations in the year and found the underlying assumptions reasonable;

We confirmed Council records that the Council has valued all assets within a five year rolling programme. We did not find any significant changes to assets requiring a revaluation;

Our indexation review of assets not revalued in year did not identify material variances;

We did not find any significant changes to economic lives as a result of the most recent valuation.

Agreed that the Council has correctly processed the accounting entries in the financial statements



Areas of Audit Focus

Other areas of audit focus

Pension Liability Valuation

What is the risk?

The Code of Practice on Local Authority Accounting and IAS19 require the Council to make extensive disclosures within its financial statements regarding the Local Government Pension Scheme (LGPS) in which it is a scheduled body.

The Council's current pension fund deficit is a material and sensitive item and the Code requires that this liability be disclosed on the Council's balance sheet. The information disclosed is based on the IAS 19 report issued to the Council by the actuary as with other councils, accounting for this scheme involves significant estimation and judgement and due to the nature, volume and size of the transactions we consider this to be a significant risk.

ISAs (UK and Ireland) 500 and 540 require us to undertake procedures on the use of management experts and the assumptions underlying fair value estimates.

What judgements are we focused on?

We focused on the following:

- The reasonableness of the underlying assumptions used by the Authority's expert - Barnett Waddingham.
- Ensuring the information supplied to the actuary in relation to Tendring District Council was complete and accurate
- Ensuring the accounting entries and disclosures made in the financial statements were consistent with the report from Barnett Waddingham.

What did we do?

- Liaised with the auditors of the administering authority (Essex County Council), to obtain assurances over the information supplied to the actuary in relation to Tendring District Council.
- § Assessed the conclusions drawn on the work of the actuary, Barnett Waddingham, by the Consulting Actuary, PWC, who are commissioned by the National Audit Office, including the use of our own pensions specialists;
- § Reviewed, where available, the outturn against actuarial estimates; and
- § Reviewed and tested the accounting entries and disclosures made in relation to International Accounting Standard 19.

What are our conclusions?

We have reviewed the assessment of the pension fund actuary by PWC and EY pensions and have undertaken the required work indicated to us to consider the assumptions made by the actuary.

We identified a movement on the total fund assets between the actuary's estimated year end balance and the actual value as at 31 March 2018. The impact of this was an overstatement of the Council's pension assets by £2.413 million. This amount is above our summary of audit differences level and following a revised report by the actuary the council has adjusted the accounts. Details can be found in Section 4 Audit Differences.

We have not identified any issues with the accounting entries and disclosures made within the financial statements.



03 Audit Report



Audit Report

Draft audit report

Our proposed audit report

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TENDRING DISTRICT COUNCIL

Opinion

We have audited the financial statements of Tendring District Council for the year ended 31 March 2018 under the Local Audit and Accountability Act 2014. The financial statements comprise the:

- Comprehensive Income and Expenditure Statement,
- Movement in Reserves Statement,
- Balance Sheet,
- Cash Flow Statement,
- Related Notes 1 to 37
- Housing Revenue Account and the related notes 1 to 7;
- and Collection Fund and the related notes 1 to 6.

The financial reporting framework that has been applied in their preparation is applicable law and the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2017/18.

In our opinion the financial statements:

- give a true and fair view of the financial position of Tendring District Council as at 31 March 2018 and of its expenditure and income for the year then ended; and
- have been prepared properly in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2017/18.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report below. We are independent of the Authority in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and the Comptroller and Auditor General's (C&AG) AGN01, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

- the Head of Finance, Revenues and Benefits' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Head of Finance, Revenues and Benefits has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Authority's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.



Audit Report

Our proposed audit report

Other information

The other information comprises the information included in the Statement of Accounts, other than the financial statements and our auditor's report thereon. The Head of Finance, Revenues and Benefits is responsible for the other information.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in this report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Local Audit and Accountability Act 2014

Arrangements to secure economy, efficiency and effectiveness in the use of resources

In our opinion, based on the work undertaken in the course of the audit, having regard to the guidance issued by the C&AG in November 2017, we are satisfied that, in all significant respects, Tendring District Council put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2018.

Matters on which we report by exception

We report to you if:

- in our opinion the annual governance statement is misleading or inconsistent with other information forthcoming from the audit or our knowledge of the Council;
- we issue a report in the public interest under section 24 of the Local Audit and Accountability Act 2014;
- we make written recommendations to the audited body under Section 24 of the Local Audit and Accountability Act 2014;
- we make an application to the court for a declaration that an item of account is contrary to law under Section 28 of the Local Audit and Accountability Act 2014;
- we issue an advisory notice under Section 29 of the Local Audit and Accountability Act 2014; or
- we make an application for judicial review under Section 31 of the Local Audit and Accountability Act 2014.

We have nothing to report in these respects



Audit Report

Our proposed audit report

Responsibility of the Head of Finance, Revenues and Benefits
As explained more fully in the Statement of Responsibilities for the Statement of Accounts set out on page 34, the Head of Finance, Revenues and Benefits is responsible for the preparation of the Statement of Accounts, which includes the financial statements, in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2017/18, and for being satisfied that they give a true and fair view.

In preparing the financial statements, the Head of Finance, Revenues and Benefits is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Authority either intends to cease operations, or have no realistic alternative but to do so.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Scope of the review of arrangements for securing economy, efficiency and effectiveness in the use of resources

We have undertaken our review in accordance with the Code of Audit Practice, having regard to the guidance on the specified criterion issued by the Comptroller and Auditor General (C&AG) in November 2017, as to whether Tendring District Council had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people. The Comptroller and Auditor General determined this criterion as that necessary for us to consider under the Code of Audit Practice in satisfying ourselves whether Tendring District Council put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2018.

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

We are required under Section 20(1)(c) of the Local Audit and Accountability Act 2014 to satisfy ourselves that the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. The Code of Audit Practice issued by the National Audit Office (NAO) requires us to report to you our conclusion relating to proper arrangements.

We report if significant matters have come to our attention which prevent us from concluding that the Authority has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources. We are not required to consider, nor have we considered, whether all aspects of the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.



Audit Report

Our proposed audit report

Certificate

We certify that we have completed the audit of the accounts of Tendring District Council in accordance with the requirements of the Local Audit and Accountability Act 2014 and the Code of Audit Practice issued by the National Audit Office.

Use of our report

This report is made solely to the members of Tendring District Council, as a body, in accordance with Part 5 of the Local Audit and Accountability Act 2014 and for no other purpose, as set out in paragraph 43 of the Statement of Responsibilities of Auditors and Audited Bodies published by Public Sector Audit Appointments Limited. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Authority and the Authority's members as a body, for our audit work, for this report, or for the opinions we have formed.

Kevin Suter (Key Audit Partner)
Ernst & Young LLP (Local Auditor)
Luton
Date: XX July 2018

The maintenance and integrity of Tendring District Council web site is the responsibility of the directors; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the web site. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.



04 Audit Differences



Audit Differences

In the normal course of any audit, we identify misstatements between amounts we believe should be recorded in the financial statements and the disclosures and amounts actually recorded. These differences are classified as “known” or “judgemental”. Known differences represent items that can be accurately quantified and relate to a definite set of facts or circumstances. Judgemental differences generally involve estimation and relate to facts or circumstances that are uncertain or open to interpretation.

Summary of adjusted differences

We highlight the following misstatement greater than £0.111 million which have been corrected by management that were identified during the course of our audit.

1. Pension Adjustments

The Council is an admitted body within the Essex Pension Fund. The Council is reliant upon the Pension Fund's Actuary to provide it with the relevant information in relation to the Council's share of assets and liabilities of the Pension Fund (through an IAS19 report) for inclusion within its financial statements.

The Actuary, within its IAS19 report (dated April 2018) estimates the Pension Fund asset value as at the 31 March 2018 and the Council used the estimates within its draft financial statements. Our audit procedures focus on securing appropriate assurances from the Essex Pension Fund auditor. These procedures, identified that the actual asset valuation at the 31 March 2018 was £111 million less than the Actuary's estimate. The Authority's share of this estimated increase is £2.152 million.

Even that the difference is just below our materiality level (£2.225 million) we asked the Council to liaise with the Pension Fund Actuary given the impact on the Council's financial statements. The Pension Fund Actuary has, in light of the significance of the identified difference in asset valuations at a scheduled body level, updated the IAS 19 report that it provided to the Council, taking into account the actual year end asset valuations. The Actuary also updated the IAS 19 report in relation to the impact of the asset valuation change on other figures reported by the Council. The Council has adjusted the financial statements using the revised figures from the updated IAS 19 report, an actual movement of the Council's share of the assets of £2.413 million. This adjustment is a result of a timing difference between an estimate made by the Actuary, and information that has become available since the time of their initial report. The Council correctly used the information provided within the original IAS 19 report within its draft financial statements.

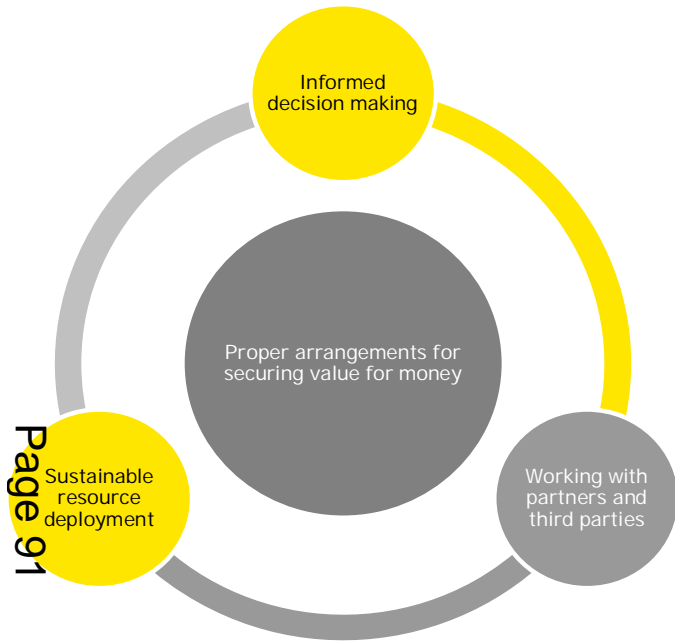
There were no uncorrected misstatements.



05

Value for Money Risks





Background

We are required to consider whether the Council has put in place 'proper arrangements' to secure economy, efficiency and effectiveness on its use of resources. This is known as our value for money conclusion.

For 2017/18 this is based on the overall evaluation 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"

Proper arrangements are defined by statutory guidance issued by the National Audit Office. They comprise your arrangements to:

- § Take informed decisions;
- § Deploy resources in a sustainable manner; and
- § Work with partners and other third parties.

In considering your proper arrangements, we will draw on the requirements of the CIPFA/SOLACE framework for local government to ensure that our assessment is made against a framework that you are already required to have in place and to report on through documents such as your annual governance statement.

Overall conclusion

We identified one significant risk around these arrangements within our March 2018 Audit Plan. The table below present our findings in response to the risks identified and any other significant weaknesses or issues we want to bring to your attention.

We expect having no matters to report about your arrangements to secure economy, efficiency and effectiveness in your use of resources



Value for Money Risks

We are only required to determine whether there are any risks that we consider significant within the Code of Audit Practice, where risk is defined as:

"A matter is significant if, in the auditor's professional view, it is reasonable to conclude that the matter would be of interest to the audited body or the wider public"

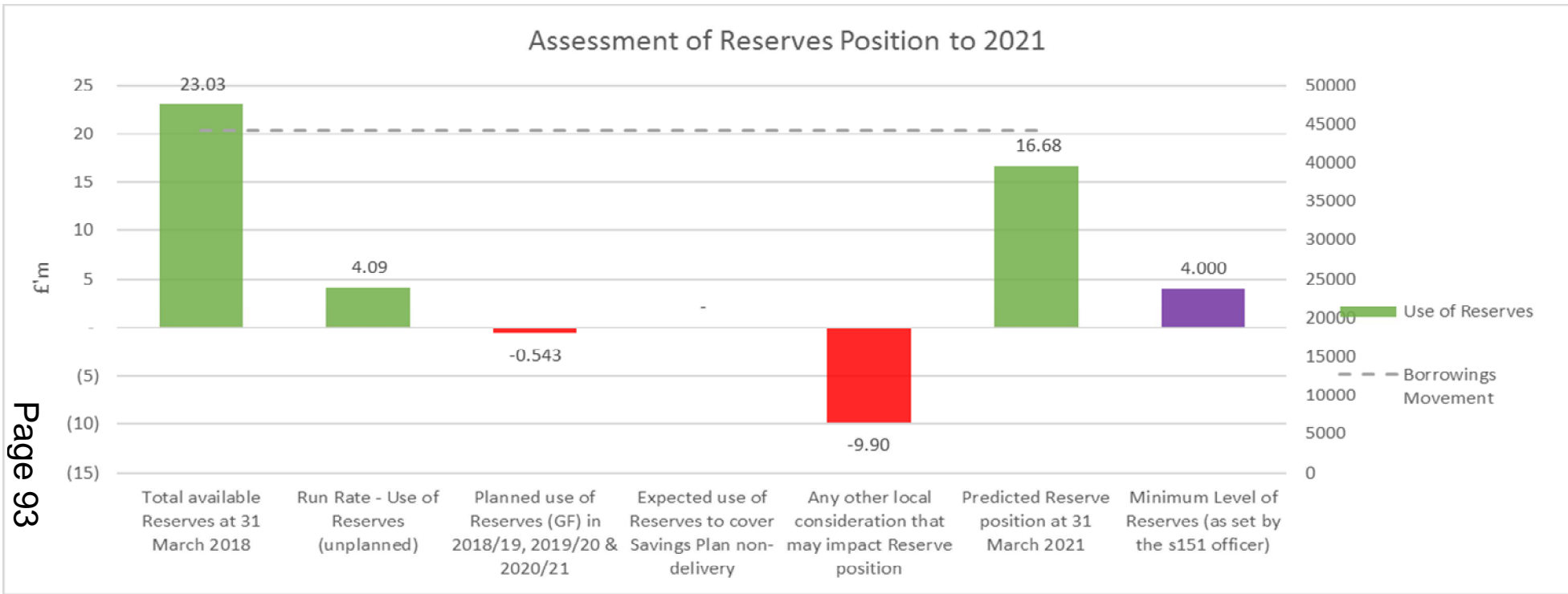
Our risk assessment supports the planning of enough work to deliver a safe conclusion on your arrangements to secure value for money, and enables us to determine the nature and extent of any further work needed. If we do not identify a significant risk we do not need to carry out further work.

The table below presents the findings of our work in response to the risks areas in our Audit Planning Report.

What is the significant value for money risk?	What arrangements did the risk affect?	What are our findings?
<p>Achievement of Savings Needed over the Medium Term</p> <p>The Council faces significant financial challenges over the next three to four years, with a forecast underlying budget gap of £4.6m by 2020-21.</p> <p>Management's September 2017 report sets out a new ten year approach to budgeting, aimed at maximising savings opportunities whilst delivering growth in underlying income to deliver a balanced budget over a ten year forecast.</p> <p>However, the plan also depends upon the use of £3.7 million reserves profiled to 2024/25. Risks exist to the plan should income generation schemes not materialise while using non-recurrent reserves to addressing budget gaps is not sustainable should austerity continue.</p>	<p>Sustainable resource deployment</p>	<p>The robustness of any assumptions used in medium term planning;</p> <p>The process for setting the Council's budget is sound. We concluded that the MTFP identifies the key assumptions expected to underpin the 2018/19 budget.</p> <p>The Council's approach to prioritising resources whilst maintaining services</p> <p>We judge that there are no pressing concerns that financial austerity is impacting on Council's performance. Of sixteen key performance indicators reported, three are below target for 2017/18 covering: Office Rationalisation, Modern and Accessible Customer Experience and IT investment, Leisure Facilities and recycling rates.</p> <p>A review of the Council's revised approach to address its budget gap.</p> <p>In September 2017, the Council agreed a new approach to addressing budget gaps. In 2013/14, the Government's Revenue Support Grant supported 40% of the Council's budget. With the sharp reductions in revenue support grant over the short term, the Council's capacity to make commensurate transformational savings is limited. Therefore the Council aims to move to self-sufficiency over a longer timeframe involving income generation, flexibility in council tax increases, supporting the budget through reserves and delivering annual savings of £0.3 million.</p> <p>Our review considered the achievability of savings and income generation, the level of Council reserves, the impact of the capital programme on revenue and the frequency and transparency of reporting to Members.</p> <p>We noted that the Council's continued underspend against General Fund budget (£1.263 million 2017/18 and that the Council had general and earmarked reserves of £27.624 and the financing of the capital programme was not unduly impacting on revenue budgets. From our work we recommend that management:</p> <ul style="list-style-type: none"> • Report on income generation schemes more frequently, providing a risk assessment of future cash flows including sensitivity testing to Members; • Seek to reduce its dependency on non-recurrent reserves and progress transformational savings in this period; • Review the balance between holding and carrying forward commitment reserves and managing its risks, given that material revenue and capital commitment reserves continue to be carried forward each year (to the combined value of £16.198 million in 2017/18). • Improve its profiling of the capital budget to ensure delivery to timescales and objectives, given the underspend of £12.7 million against the capital budget of ££1.5 million in 2017/18; • Refine the ten year model and report to Members on a regular basis, incorporating sensitivity analysis to the riskier elements to delivery of the plan and the impact on the projected use of reserves and savings required.



Assessment of Reserves Position to 2021



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Our Assessment

In our assessment we considered:

- The Council’s level of savings requirement to balance the General Fund budget in each of the next 3 years;
- The Council’s planned use of reserves to support the General Fund budget in each of the next 3 years;
- the Council’s history of delivering savings plans and therefore the potential to call upon reserves to make up a shortfall in future savings plan delivery;
- the Council’s history of over or under spending on the General Fund budget, and the impact this trajectory would have on the use of General Fund reserves; and
- reliance upon income such as housing benefit administration grant, food waste income, National Non Domestic Rate Grants and Council Tax sharing which has not been confirmed post 2018/19, upon which the Council is reliant.

The graph assumes a consistent level of borrowing. As per the Treasury Management Strategy for 2018/19, the Council has no planned use of external borrowing through to 2020/21.

As a result of our assessment, we are satisfied that the Council’s General Fund reserve balance at the 31 March 2021 will remain above the Council’s approved minimum level of £4 million.



06 Other reporting issues



Other reporting issues

Consistency of other information published with the financial statements, including the Annual Governance Statement

We must give an opinion on the consistency of the financial and non-financial information in the Statement of Accounts 2017/18 with the audited financial statements

We must also review the Annual Governance Statement for completeness of disclosures, consistency with other information from our work, and whether it complies with relevant guidance.

Financial information in the Statement of Accounts 2017/18 and published with the financial statements was consistent with the audited financial statements.

We have reviewed the Annual Governance Statement and can confirm it is consistent with other information from our audit of the financial statements. We requested amendments to include the final Head of Internal Audit opinion and include further details on audits receiving a requires improvement opinion with further information as regards risk management.

We have also reviewed the Narrative Statement. In order to comply with the Code of Practice, we recommended the Council enhance the reporting of non-financial performance information in the Narrative Statement to include a description and comparative data for all indicators and to provide a commentary on significant changes between years.

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Whole of Government Accounts

Alongside our work on the financial statements, we also review and report to the National Audit Office on your Whole of Government Accounts return. The extent of our review, and the nature of our report, is specified by the National Audit Office.

As the Authority falls below the £500 million threshold for review as per the NAO's group instructions, we do not undertake detailed procedures on your consolidation pack. Therefore, we anticipate no matters to report to the National Audit Office (NAO) regarding the Whole of Government Accounts submission.

Other powers and duties

We have a duty under the Local Audit and Accountability Act 2014 to consider whether to report on any matter that comes to our attention in the course of the audit, either for the Authority to consider it or to bring it to the attention of the public (i.e. "a report in the public interest"). We did not identify any issues which required us to issue a report in the public interest.

We also have a duty to make written recommendations to the Authority, copied to the Secretary of State, and take action in accordance with our responsibilities under the Local Audit and Accountability Act 2014. We did not identify any issues.

Other reporting issues



Other matters

As required by ISA (UK&I) 260 and other ISAs specifying communication requirements, we must tell you significant findings from the audit and other matters if they are significant to your oversight of the Authority's financial reporting process. They include the following:

- Significant qualitative aspects of accounting practices including accounting policies, accounting estimates and financial statement disclosures;
- Any significant difficulties encountered during the audit;
- Any significant matters arising from the audit that were discussed with management;
- Written representations we have requested;
- Expected modifications to the audit report;
- Any other matters significant to overseeing the financial reporting process;
- Findings and issues around the opening balance on initial audits (if applicable);
- Related parties;
- External confirmations;
- Going concern;
- Consideration of laws and regulations; and
- Group audits.

We have no such matters to report apart from an amendment to the contingent liability note in the financial statement, improvements to Internal audit reporting and the adoption of future accounting standards.

Internal Audit

At the time the Annual Government Statement was published, the Head of Internal Audit Report had not been finalised. The opinion was caveated as being subject to the completion of remaining work to be presented to the Council's Audit Committee in July 2018.

We recommend that Internal Audit complete all key audit work by the time the Council reviews the Annual Governance Statement. This is to give Members sufficient time to assess the impact of major findings in advance of the July opinion date.

Contingent Liability

In March 2018, the Council received notification that the Health and Safety Executive would be prosecuting the Council following a legionella investigation at Frinton and Walton pool during 2016/17. The Council has amended Note 37 to include a Contingent Liability in accordance with International Accounting Standard IAS 37 as it is recognised that one of the outcomes from such prosecutions could be a financial penalty.

Other reporting issues



Other matters

Assessment of new Accounting Standards

We agree with your view that IFRS 15 will not have a material impact on this Council's single entity financial statements. The majority of the Council's income streams are taxation or grant based.

The following income streams which are within the scope of IFRS 15 are immaterial to the Council:

- fees and charges for services under statutory requirements – e.g. application fees for taxi licenses or planning fees;
- sale of goods provided by the authority – e.g. retail sales at leisure centres, concessionary sale at local authority theatres; and
- charges for services provided by a local authority – e.g. home care services, maintenance for council dwellings or transport fares.

The Council has amended Note 3 to record that that the Council has undertaken an analysis of its activities which at this stage indicates that there will be no material impact on any of the Council's income streams.

In respect of IFRS9 Financial Instruments, we agree with the Council's view that the Council will need to re-classify the Council's financial assets. The Council expects the financial instruments to be reclassified as held at amortised cost, which will have minimal impact on the statement of accounts.

The Council will also have to recognise impairments of financial assets over the next 12 months, and also higher risk areas over the life of the asset. However, we agree with the Council's view that given the Council's treasury management strategy and policies the changes are not expected to have a significant impact.



07

Assessment of Control Environment

Assessment of Control Environment

Financial controls

It is the responsibility of the Authority to develop and implement systems of internal financial control and to put in place proper arrangements to monitor their adequacy and effectiveness in practice. Our responsibility as your auditor is to consider whether the Authority has put adequate arrangements in place to satisfy itself that the systems of internal financial control are both adequate and effective in practice.

As part of our audit of the financial statements, we obtained an understanding of internal control sufficient to plan our audit and determine the nature, timing and extent of testing performed. As we have adopted a fully substantive approach, we have therefore not tested the operation of controls.

Although our audit was not designed to express an opinion on the effectiveness of internal control we are required to communicate to you significant deficiencies in internal control.

We have not identified any significant deficiencies in the design or operation of an internal control that might result in a material misstatement in your financial statements of which you are not aware. We do, however, wish to report the following areas where improvements could be made to the operation or design of controls within the Authority.

Documentation around Compromise Agreements

Our audit of Note 29 (c) Exit packages concluded that the Council had followed procedures and had the appropriate supporting documentation to support the entries in the financial statements. However, we recommend, particularly where the Council is entering into a compromise agreement that the Council documents its reasoning as to how the redundancy will achieves value for money. This can be achieved with reference, for example, to the future savings that may arise from future restructuring as a result.



08 Data Analytics



Use of Data Analytics in the Audit

Analytics Driven Audit

Data analytics

We used our data analysers to enable us to capture entire populations of your financial data. These analysers:

- Help identify specific exceptions and anomalies which can then be the focus of our substantive audit tests; and
- Give greater likelihood of identifying errors than traditional, random sampling techniques.

In 2017/18, our use of these analysers in the authority's audit included testing journal entries and employee expenses, to identify and focus our testing on those entries we deem to have the highest inherent risk to the audit.

We capture the data through our formal data requests and the data transfer takes place on a secured EY website. These are in line with our EY data protection policies which are designed to protect the confidentiality, integrity and availability of business and personal information.

Journal Entry Analysis

We obtain downloads of all financial ledger transactions posted in the year. We perform completeness analysis over the data, reconciling the sum of transactions to the movement in the trial balances and financial statements to ensure we have captured all data. Our analysers then review and sort transactions, allowing us to more effectively identify and test journals that we consider to be higher risk, as identified in our audit planning report.

Payroll Analysis

We also use our analysers in our payroll testing. We obtain all payroll transactions posted in the year from the payroll system and perform completeness analysis over the data, including reconciling the total amount to the General Ledger trial balance. We can then analyse the data against a number of specifically designed procedures. These include analysis of payroll costs by month to identify any variances from established expectations, as well as more detailed transactional interrogation.



Data Analytics

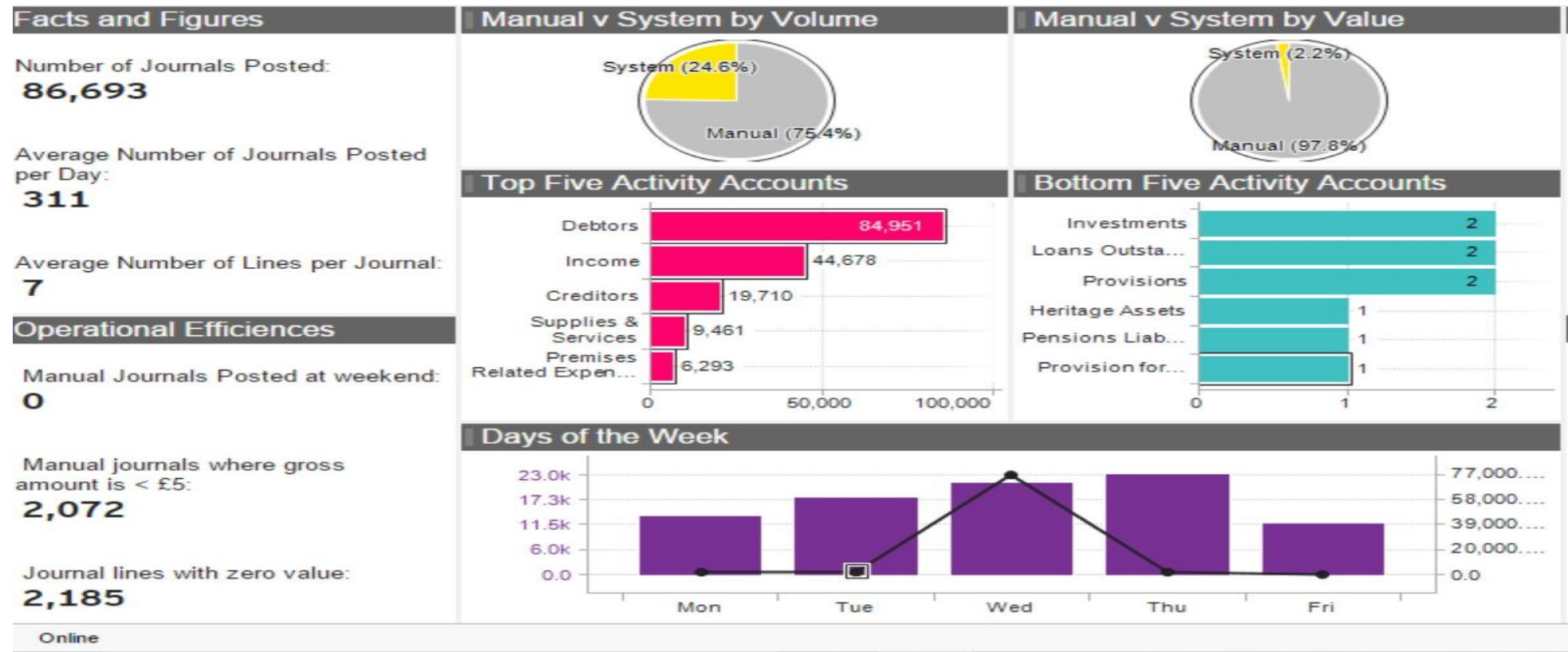
Journal Entry Data Insights

The graphic outlined below summarises the journal population for 2017/18. We review journals by certain risk based criteria to focus on higher risk transactions, such as journals posted manually by management, those posted around the year-end, those with unusual debit and credit relationships, and those posted by individuals we would not expect to be entering transactions.

The purpose of this approach is to provide a more effective, risk focused approach to auditing journal entries, minimising the burden of compliance on management by minimising randomly selected samples.

EY Helix - GLASS: Journal Entry Data Insights - 18 Tendring District Council - YE - 31/03/2018

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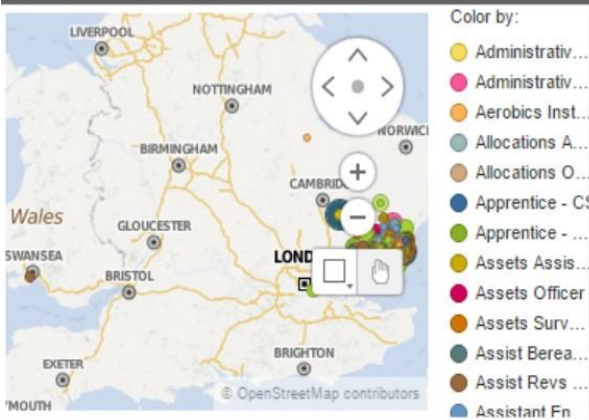
Data Analytics

Payroll Analyser Insights

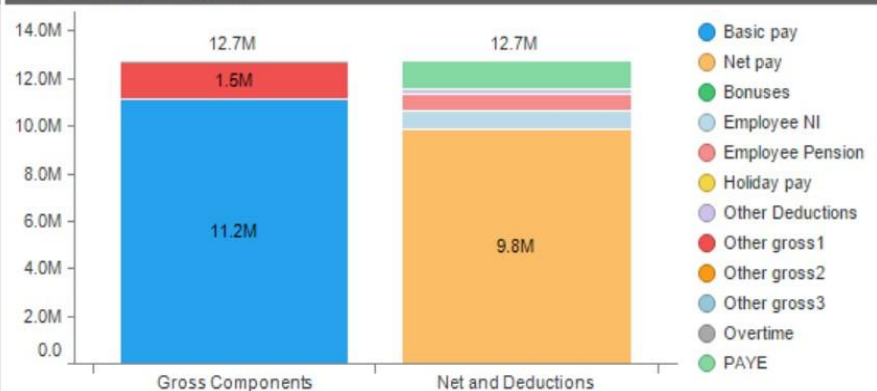
The graphic outlined below summarises the Authority's payroll data for 2017/18. We review transactions for payroll at a more granular level, which allows us to identify items with a higher likelihood of containing material misstatements or to identify unusual patterns within a population of data and to design tests of details. This allows us to provide a more effective and risk focused audit on payroll, improving efficiency for both audit and the management as we reduce the need for evidence support for larger random sample.

EY Helix - Payroll Analyser: 1. Payroll Overview

1.0 Pay Distribution by Location



1.1 Payroll Summary



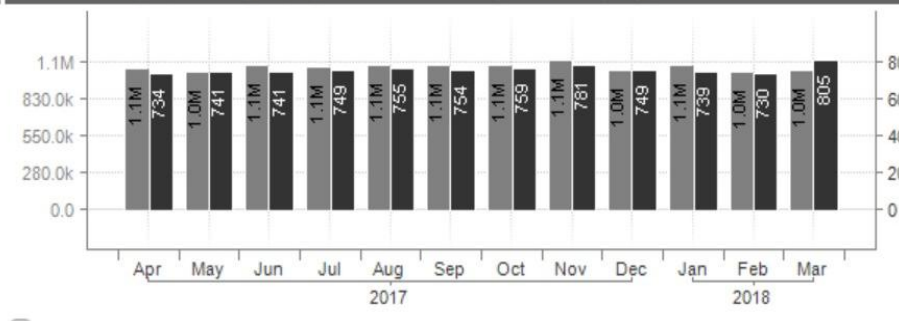
1.2 Transaction Summary

Column	Value	% of Gross
Basic Pay	11.2M	87.9%
Overtime	56.5k	0.4%
Holiday pay	(Empty)	(Empty)
Bonuses	(Empty)	(Empty)
Other gross 1	1.5M	11.6%
Other gross 2	16.8k	0.1%
Other gross 3	(Empty)	(Empty)
Gross Pay	12.7M	100.0%
Net Pay	9.8M	77.6%
PAYE	1.1M	9.0%
Employee NI	817.2k	6.4%
Employer NI	967.3k	7.6%

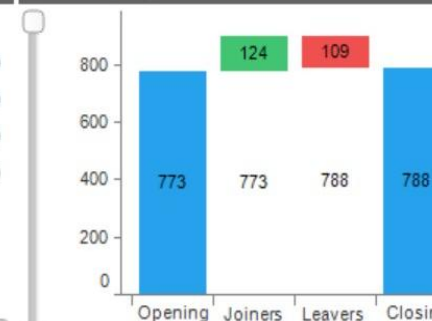
1.3 Data Insights

	Gross	#/%
Staff Turnover		12.15%
Employees not in Master File	0.0	28
Employees not in Transactions	0.0	(Empty)
Payments after Leave Date	118.8k	109
Payments before Join Date	(Empty)	0
Largest Gross Payment	30.8k	
Average Gross Payment	1.4k	
Smallest Gross Payment	-53.8	
Employee(s) under minimum wage		N/A
Highest Paid Employee : Median Employee		11, 0.0

1.4 Monthly Trending Analysis of Gross Pay and Employee Count



1.5 Employee Movement



Online

9,037 of 9,037 rows 0 marked 79 columns Payment Data



09

Independence

Confirmation



We confirm that there are no changes in our assessment of independence since our confirmation in our audit planning board report dated February 2018.

We complied with the APB Ethical Standards and the requirements of the PSAA's Terms of Appointment. In our professional judgement the firm is independent and the objectivity of the audit engagement partner and audit staff has not been compromised within the meaning of regulatory and professional requirements.

We consider that our independence in this context is a matter which you should review, as well as us. It is important that you and your Audit Committee consider the facts known to you and come to a view. If you would like to discuss any matters concerning our independence, we will be pleased to do this at the meeting of the Audit Committee on 26 July 2018.

We confirm we have not undertaken any non-audit work outside the PSAA Code requirements.

Independence



Relationships, services and related threats and safeguards



The FRC Ethical Standard requires that we provide details of all relationships between Ernst & Young (EY) and your Authority, and its directors and senior management and its affiliates, including all services provided by us and our network to your Authority, its directors and senior management and its affiliates, and other services provided to other known connected parties that we consider may reasonably be thought to bear on the our integrity or objectivity, including those that could compromise independence and the related safeguards that are in place and why they address the threats.

There are no relationships from 1 April 2017 to the date of this report, which we consider may reasonably be thought to bear on our independence and objectivity.

Services provided by Ernst & Young

Below includes a summary of the fees that you have paid to us in the year ended 31 March 2018 in line with the disclosures set out in FRC Ethical Standard and in statute.

We confirm that none of the services listed in the table below has been provided on a contingent fee basis.

We confirm that this is our last year of external audit. The Public Sector Audit appointments Ltd have appointed BDO LLP as your new external auditors for five years from 1 April 2018.

Independence

Fee analysis

As part of our reporting on our independence, we set out below a summary of the fees paid for the year ended 31 March 2018.

We confirm that we have not undertaken non-audit work outside the PSAA Code requirements.

	Final Fee 2017/18	Scale Fee 2017/18	Final Fee 2016/17
	£	£	£
Total Audit Fee – Code work (note 1)	To be confirmed	58,708	62,027
Certification work - Housing Benefit Subsidy Claim (note 2)	To be confirmed	13,110	12,380

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Note 1:

As communicated in our Audit planning report, the planned Code fee for 2017/18 is subject to a scale fee variation due to a change in the scope of the audit as summarised below:

- The Council has restated the 2016/17 Net Cost of Services in the Comprehensive Income and Expenditure Accounts and supporting Expenditure Funding Analysis to reflect the new portfolio structure introduced in 2017/18.

We will confirm our final fees with management and the PSAA following the completion of our work and report this within our Annual Audit Letter.

Note 2:

The final fee for the Housing Benefit Subsidy certification will be confirmed upon completion by the 30 November deadline. We will report the final fee in our annual grant certification report.






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10 Appendices

Appendix A

Required communications with the Audit Committee

There are certain communications that we must provide to the Audit Committees of UK clients. We have detailed these here together with a reference of when and where they were covered:

		 Our Reporting to you
Required communications	 What is reported?	  When and where
Terms of engagement	Confirmation by the Audit Committee of acceptance of terms of engagement as written in the engagement letter signed by both parties.	The statement of responsibilities serves as the formal terms of engagement between the PSAA's appointed auditors and audited bodies.
Our responsibilities	Reminder of our responsibilities as set out in the engagement letter.	March 2018 - Audit planning report
Planning and audit approach	Communication of the planned scope and timing of the audit, any limitations and the significant risks identified.	March 2018 - Audit planning report
Significant findings from the audit	<ul style="list-style-type: none"> • Our view about the significant qualitative aspects of accounting practices including accounting policies, accounting estimates and financial statement disclosures • Significant difficulties, if any, encountered during the audit • Significant matters, if any, arising from the audit that were discussed with management • Written representations that we are seeking • Expected modifications to the audit report • Other matters if any, significant to the oversight of the financial reporting process 	July 2018 - Audit results report

Appendix A

		Our Reporting to you
Required communications	What is reported?	When and where
Going concern	Events or conditions identified that may cast significant doubt on the entity's ability to continue as a going concern, including: <ul style="list-style-type: none"> • Whether the events or conditions constitute a material uncertainty • Whether the use of the going concern assumption is appropriate in the preparation and presentation of the financial statements • The adequacy of related disclosures in the financial statements 	No conditions or events were identified, either individually or together to raise any doubt about Tendring District Council's ability to continue for the 12 months from the date of our report
Misstatements	<ul style="list-style-type: none"> • Uncorrected misstatements and their effect on our audit opinion • The effect of uncorrected misstatements related to prior periods • A request that any uncorrected misstatement be corrected • Material misstatements corrected by management 	July 2018 - Audit results report
Subsequent events	<ul style="list-style-type: none"> • Enquiry of the Audit Committee where appropriate regarding whether any subsequent events have occurred that might affect the financial statements. 	July 2018 - Audit results report
Fraud	<ul style="list-style-type: none"> • Enquiries of the Audit Committee to determine whether they have knowledge of any actual, suspected or alleged fraud affecting the Authority • Any fraud that we have identified or information we have obtained that indicates that a fraud may exist • Unless all of those charged with governance are involved in managing the Authority, any identified or suspected fraud involving: <ol style="list-style-type: none"> a. Management; b. Employees who have significant roles in internal control; or c. Others where the fraud results in a material misstatement in the financial statements. • The nature, timing and extent of audit procedures necessary to complete the audit when fraud involving management is suspected • Any other matters related to fraud, relevant to Audit Committee responsibility. 	July 2018 - Audit results report Enquiries were made during the audit, and there are no issues to report to you.

Appendix A

		Our Reporting to you
Required communications	What is reported?	When and where
Related parties	<p>Significant matters arising during the audit in connection with the Authority's related parties including, when applicable:</p> <ul style="list-style-type: none"> • Non-disclosure by management • Inappropriate authorisation and approval of transactions • Disagreement over disclosures • Non-compliance with laws and regulations • Difficulty in identifying the party that ultimately controls the Authority 	<p>July 2018 - Audit results report</p> <p>No issues to report</p>
Independence	<p>Communication of all significant facts and matters that bear on EY's, and all individuals involved in the audit, objectivity and independence.</p> <p>Communication of key elements of the audit engagement partner's consideration of independence and objectivity such as:</p> <ul style="list-style-type: none"> • The principal threats • Safeguards adopted and their effectiveness • An overall assessment of threats and safeguards • Information about the general policies and process within the firm to maintain objectivity and independence <p>Communications whenever significant judgments are made about threats to objectivity and independence and the appropriateness of safeguards put in place.</p>	<p>March 2018 - Audit planning report</p> <p>July 2018 - Audit results report</p>
External confirmations	<ul style="list-style-type: none"> • Management's refusal for us to request confirmations • Inability to obtain relevant and reliable audit evidence from other procedures. 	<p>We have received all requested confirmations</p>
Consideration of laws and regulations	<ul style="list-style-type: none"> • Subject to compliance with applicable regulations, matters involving identified or suspected non-compliance with laws and regulations, other than those which are clearly inconsequential and the implications thereof. Instances of suspected non-compliance may also include those that are brought to our attention that are expected to occur imminently or for which there is reason to believe that they may occur • Enquiry of the Audit Committee into possible instances of non-compliance with laws and regulations that may have a material effect on the financial statements and that the Audit Committee may be aware of 	<p>We have made inquiries of management, the Monitoring Officer and those charged with governance.</p> <p>We have not identified any material instances or non-compliance with laws and regulations.</p>
Significant deficiencies in internal controls identified during the audit	<ul style="list-style-type: none"> • Significant deficiencies in internal controls identified during the audit. 	<p>We have not identified any significant deficiencies in internal controls.</p>

Appendix A

		Our Reporting to you
Required communications	What is reported?	When and where
Group Audits	<ul style="list-style-type: none"> An overview of the type of work to be performed on the financial information of the components An overview of the nature of the group audit team's planned involvement in the work to be performed by the component auditors on the financial information of significant components Instances where the group audit team's evaluation of the work of a component auditor gave rise to a concern about the quality of that auditor's work Any limitations on the group audit, for example, where the group engagement team's access to information may have been restricted Fraud or suspected fraud involving group management, component management, employees who have significant roles in group-wide controls or others where the fraud resulted in a material misstatement of the group financial statements. 	Not Applicable
Written representations we are requesting from management and/or those charged with governance	<ul style="list-style-type: none"> Written representations we are requesting from management and/or those charged with governance 	July 2018 - Audit results report
Material inconsistencies or misstatements of fact identified in other information which management has refused to revise	<ul style="list-style-type: none"> Material inconsistencies or misstatements of fact identified in other information which management has refused to revise 	July 2018 - Audit results report No issues to report.
Auditors report	<ul style="list-style-type: none"> Any circumstances identified that affect the form and content of our auditor's report 	July 2018 - Audit results report No circumstances.
Fee Reporting	<ul style="list-style-type: none"> Breakdown of fee information when the audit planning report is agreed Breakdown of fee information at the completion of the audit Any non-audit work 	March 2018 - Audit Planning Report July 2018 - Audit results report
Certification work	<ul style="list-style-type: none"> Summary of certification work 	Certification Report – expected December 2018 / January 2019

Management representation letter

Management Rep Letter

[To be prepared on the entity's letterhead]
[Date]

Ernst & Young LLP
400 Capability Green
Luton LU1 3LU

This letter of representations is provided in connection with your audit of the Council's financial statements of Tendring District Council ("the Council") for the year ended 31st March 2018. We recognise that obtaining representations from us concerning the information contained in this letter is a significant procedure in enabling you to form an opinion as to whether the Council's financial statements give a true and fair view of the Council's financial position of Tendring District Council as of 31st March 2018 and of its financial performance (or operations) and its cash flows for the year then ended in accordance with the CIPFA LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2017/18 for the Council.

We understand that the purpose of your audit of our Council's financial statements is to express an opinion thereon and that your audit was conducted in accordance with International Standards on Auditing, which involves an examination of the accounting system, internal control and related data to the extent you considered necessary in the circumstances, and is not designed to identify - nor necessarily be expected to disclose - all fraud, shortages, errors and other irregularities, should any exist.

Accordingly, we make the following representations, which are true to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

A. Financial Statements and Financial Records

1. We have fulfilled our responsibilities, under the relevant statutory authorities, for the preparation of the financial statements in accordance with the Accounts and Audit Regulations 2015 and CIPFA LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2017/18 for the Council.
2. We acknowledge, as members of management of the Council, our responsibility for the fair presentation of the council financial statements. We believe the Council's financial statements referred to above give a true and fair view of the financial position, financial performance (or results of operations) and cash flows of the Council in accordance with the CIPFA LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2017/18 and are free of material misstatements, including omissions. We have approved the Council's financial statements.
3. The significant accounting policies adopted in the preparation of the Council financial statements are appropriately described in the Council financial statements.
4. As those charged with governance and members of management of the Council, we believe that the Council have a system of internal controls adequate to enable the preparation of accurate financial statements in accordance with the CIPFA LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2017/18 for the Council that are free from material misstatement, whether due to fraud or error.
5. There are no unadjusted audit differences identified during the current audit and pertaining to the latest period presented

Management representation letter

Management Rep Letter

B. Non-compliance with law and regulations, including fraud

1. We acknowledge that we are responsible to determine that the Council's activities are conducted in accordance with laws and regulations and that we are responsible to identify and address any non-compliance with applicable laws and regulations, including fraud.
2. We acknowledge that we are responsible for the design, implementation and maintenance of internal controls to prevent and detect fraud.
3. We have disclosed to you the results of our assessment of the risk that the Council financial statements may be materially misstated as a result of fraud.
4. We have no knowledge of any identified or suspected non-compliance with laws or regulations, including fraud that may have affected the Council (regardless of the source or form and including without limitation, any allegations by "whistleblowers"), including non-compliance matters:
 - involving financial statements;
 - related to laws and regulations that have a direct effect on the determination of material amounts and disclosures in the Council's financial statements;

- related to laws and regulations that have an indirect effect on amounts and disclosures in the financial statements, but compliance with which may be fundamental to the operations of the Council's activities, its ability to continue to operate, or to avoid material penalties;
- involving management, or employees who have significant roles in internal controls, or others; or
- in relation to any allegations of fraud, suspected fraud or other non-compliance with laws and regulations communicated by employees, former employees, analysts, regulators or others.

C. Information Provided and Completeness of Information and Transactions

1. We have provided you with:
 - Access to all information of which we are aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
 - Additional information that you have requested from us for the purpose of the audit; and
 - Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
2. All material transactions have been recorded in the accounting records and are reflected in the council financial statements.
3. We have made available to you all minutes of the meetings of the Full Council, Cabinet and Audit Committees (or summaries of actions of recent meetings for which minutes have not yet been prepared) held through the year to the most recent meeting on the following date: 26 July 2018.

Management representation letter

Management Rep Letter

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4. We confirm the completeness of information provided regarding the identification of related parties. We have disclosed to you the identity of the Council's related parties and all related party relationships and transactions of which we are aware, including sales, purchases, loans, transfers of assets, liabilities and services, leasing arrangements, guarantees, non-monetary transactions and transactions for no consideration for the year ended, as well as related balances due to or from such parties at the year end. These transactions have been appropriately accounted for and disclosed in the Council's financial statements.
5. We believe that the significant assumptions we used in making accounting estimates, including those measured at fair value, are reasonable.
6. We have disclosed to you, and the Council has complied with, all aspects of contractual agreements that could have a material effect on the council financial statements in the event of non-compliance, including all covenants, conditions or other requirements of all outstanding debt.

D. Liabilities and Contingencies

1. All liabilities and contingencies, including those associated with guarantees, whether written or oral, have been disclosed to you and are appropriately reflected in the Council's financial statements.
2. We have informed you of all outstanding and possible litigation and claims, whether or not they have been discussed with legal counsel.
3. We have recorded and/or disclosed, as appropriate, all liabilities related litigation and claims, both actual and contingent, and have disclosed to you all guarantees that we have given to third parties.

4. No claims in connection with litigation have been or are expected to be received, apart from

E. Subsequent Events

1. There have been no events subsequent to year end which require adjustment of or disclosure in the Council's financial statements or notes thereto.

F. Other information

1. We acknowledge our responsibility for the preparation of the other information. The other information comprises the Annual Governance Statement and Narrative Statement.
2. We confirm that the content contained within the other information is consistent with the financial statements.

Management representation letter

Management Rep Letter

G. Use of the Work of a Specialist

1. We agree with the findings of the specialists that we engaged to evaluate the *valuation of non-current assets* and have adequately considered the qualifications of the specialists in determining the amounts and disclosures included in the Council's financial statements and the underlying accounting records. We did not give or cause any instructions to be given to the specialists with respect to the values or amounts derived in an attempt to bias their work, and we are not otherwise aware of any matters that have had an effect on the independence or objectivity of the specialists.

H. Accounting Estimates

Valuation of Pension Asset/Liabilities and Property, Plant and Equipment Estimates

1. We believe that the measurement processes, including related assumptions and models, used to determine the accounting estimate(s) have been consistently applied and are appropriate in the context of CIPFA LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2017/18.
2. We confirm that the significant assumptions used in making the estimated valuations of Pension Asset/Liabilities and Property, Plant and Equipment appropriately reflect our intent and ability to carry out specific courses of action on behalf of the Council.
3. We confirm that the disclosures made in the Council's financial statements with respect to the accounting estimate(s) are complete and made in accordance with CIPFA LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2017/18.
4. We confirm that no adjustments are required to the accounting estimate(s) and disclosures in the Council's financial statements due to subsequent events.

I. Retirement benefits

1. On the basis of the process established by us and having made appropriate enquiries, we are satisfied that the actuarial assumptions underlying the scheme liabilities are consistent with our knowledge of the business. All significant retirement benefits and all settlements and curtailments have been identified and properly accounted for

J. Prior Period Adjustment- CIES and Expenditure and Funding Analysis

1. We confirm we have amended the 2017/18 financial statements for the 2016/17 comparatives to replace the previous segmental reporting analysis, and confirm that all required amendments to the Comprehensive Income and Expenditure Statement and Movement in Reserves Statement, as well as the requirements to prepare the Expenditure Funding Analysis and related notes have been correctly reflected in the financial statements, including retrospectively reflecting this in the financial statements.

We confirm that the financial statements reflect the operating segments reported internally to the Council

Yours faithfully,

Richard Barrett (Head of Finance, Revenues and Benefits)

Alan Coley (Chair of the Audit Committee)

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ED None

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Tendring

District Council



STATEMENT OF ACCOUNTS

2017/18

TENDRING DISTRICT COUNCIL

STATEMENT OF ACCOUNTS

2017/18

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R C Barrett
Head of Finance, Revenues and Benefits
Town Hall
Clacton on Sea
Essex CO15 1SE
26 July 2018

NARRATIVE REPORT 2017/18

INTRODUCTION

During each year the Leader of the Council makes a number of key announcements such as the introduction to the Council's annual budget and the 'Annual State of the Tendring District' Statement, which provide a helpful summary on a range of subjects, with some key highlights as follows:

We recently had a Local Government Association Peer Review. The Peer Review Team visited Tendring during the 6th to 9th March. The team consisted of a senior Councillor, Chief Executive and senior managers from other Councils. A number of sessions and discussions were held with our Councillors, officers and external partners. They spoke to in excess of 90 people and had more than 30 meetings. Even though the team was only with us for a short period of time, I was impressed by how quickly and how well they got to know us. It did not take them very long at all to understand who we are, what we are and what we are aiming to achieve. At the end of the visit the Team gave an overview of their feedback, key messages and recommendations.

[Some key highlights from their feedback are as follows]

- *Tendring District Council (TDC) is having a significant and positive impact right across its district.*
- *The Council has become more outwardly focused and is now an effective community leader. It is a member of the key decision making bodies in its area. It is acting as a catalyst for more effective and joined up public services and it is holding other service providers to account.*
- *Despite the challenges faced by the district the Council is ambitious and has a record of delivering significant projects. These have often been delivered in partnership and the Council has been very successful in leveraging significant funds from partners.*
- *TDC's finances are robust. It has already made £13 million of savings in recent years without any significant loss of services. It has adequate reserves, and its council tax is low. TDC has a future savings plan that aims to deliver £300,000 savings each year over the next ten years.*

The Peer Review Team made the following recommendations:-

- *Improve how we tell the story of what we are achieving;*
- *Devise an approach to programme management and project delivery;*
- *Bring the four strands of transformation – customers, property, digital and people – together;*
- *Review how we deal with underspends, savings and financial risk and look at the phasing of our capital programme;*
- *Add housing as a strand to our community leadership focus alongside education, health and community safety;*
- *Be confident in our plans for Jaywick Sands.*

These are sound recommendations and I am confident that they will strengthen and enhance our approach.

[In respect of the Council's Financial Position, the] underlying principle when we put together the budget each year was always to protect front line services wherever possible. Up until this year our focus has been on working more efficiently and reducing our staffing and overhead costs alongside modest changes to service delivery. This approach has seen in excess of £13 million being taken out of the budget over recent years with only minimal impact on front line services.

As we all already know, the pace of the reductions in Revenue Support Grant from the Government has meant that local authorities have not had the space and time to become self-sufficient. However, this Council has always made it clear that it is committed to 'growing' its own income via regeneration and economic development initiatives for example. We therefore needed a way to create the time and space to allow our local income to grow, and even if we are only partially successful, it would give the Council a fighting chance to emerge from the current difficult financial environment we currently face in good shape with only minimal reductions in service provision compared with the more traditional alternative of making significant and short-term cuts to services.

The longer-term approach to the forecast that we have adopted will enable us time to identify various actions that can be developed to deliver the underlying income growth required to offset changes in expenditure. If we get this right we aim to be delivering budget surpluses in the not too distant future, which we would then be available to reinvest in services. The budget presented achieves the first step within this new longer-term approach by delivering a balanced budget with only minimal use of the Forecast Risk Fund, and there are no reductions in services proposed.

Whilst mentioning the Forecast Risk Fund, it is important to highlight that we chose to set aside £1.434 million from the outturn position in 2016/17 to underwrite the financial risks going forward. This is therefore paying off and in fact we have been able to contribute an additional £454,000 to this fund from the 2017/18 revised budget, so we can move onto the 2019/20 budget over the coming months with growing confidence.

[The Council has] also taken the opportunity to make significant financial commitments to a number of projects. We have identified in excess of £7.5 million to fund a number of projects such as:

- £2 million for Garden Communities*
- £1 million for Harwich Public Realm*
- £500,000 for housing in Jaywick Sands*
- £1.5 million for office transformation and channel shift*
- Over £2 million on regeneration and economic development projects*
- Nearly £600,000 on repairs to key assets*

We want investment to also support our on-going financial position, so we are looking for a return on our money to provide income or to reduce cost pressures that may emerge in the later years of the forecast.

This Budget [2018/19] epitomises the ethos and spirit that underpins so much of what we are about at this Council:

- *it is about doing more with less by being innovative and creative.*
- *it is about facing down financial pressures with a dauntless positivity and confident optimism.*
- *it is about coming together for the greater good, because I see that despite our many and varied political backgrounds we do want to deliver the very best we can for the residents of this great district of Tendring.*

Along with the above, this narrative report, provides information about Tendring District Council, including key issues affecting the Council and its financial position and includes the following:

- Organisational Overview and External Environment
- Governance and Operational Model
- Risk and Opportunities
- Strategy and Resource Allocation
- Non-Financial and Financial Performance
- Outlook

Organisational Overview and External Environment

The Tendring District has many geographic, demographic and economic characteristics that make it distinctive from other areas. These provide both opportunities and challenges with the main features as follows:

- Tendring enjoys over 36 miles of coastline, award-winning sandy beaches, numerous coastal towns providing anything from the traditional pleasures of the seaside to maritime heritage, a variety of beautiful and picturesque villages and one of the busiest harbours in Europe.
- The coastal geography is one of the greatest assets but also presents difficulties such as expensive management issues.
- A large majority of people living in Tendring consider it a good place to live, which is reflected in the number of individuals who have decided to retire to the area. A very high proportion of our residents are over the age of 65. The population is growing rapidly and is predicted to grow to 170,000 by 2026.
- People live in five main areas of settlement and villages across the District with differing community needs and aspirations.
- The Council has a workforce of approximately 450 (full time equivalents) of which most are Tendring residents

The preparation of the Council's Corporate Plan (covering the period 2016 to 2020) is set against the context of a changing environment for Councils with continuing financial pressure and an increased focus on the Council's Community Leadership role and involvement across a range of issues. It is recognised that effective partnership working will be an important element of delivering against key priorities within the district in the years ahead.

Delivery of a long term financial sustainability plan is the overriding priority for this Council with this having an influence on other projects and priorities, targets, delivery and performance management. The overriding pressure on the budget is the on-going reduction in Central Government funding which will decrease by £1.650 million over the next 3 years (12% of the Councils 2017/18 net budget)

The core driver behind the Corporate Plan is that Community Leadership is at the heart of everything the Council does. The Corporate Plan aims to show what the Council wants to achieve against the three key priorities:

Our Council Our Community

- Deliver high quality affordable services
- Balance our budget
- Good Governance
- Transform the Way we work
- Make the most of our assets
- Engagement with the Community
- Support the vulnerable
- Support rural communities
- Effective partnership working

Health and Housing

- Promote healthier lifestyles and wellbeing
- Support improved community health
- Deliver a quality living environment
- Local regeneration
- Council house building

Employment and Enjoyment

- Support business growth
- Enable better job prospects
- Facilitate improved qualification and skills attainment
- First rate leisure facilities
- Attractive events programme

It is from this central role that we undertake services or work with partners with the aim of tackling the key challenges in the District such as:

- *Poor health* (factors being health, wellbeing, living conditions and environment);
- *Pockets of high unemployment*
- *Low economic activity* (factors being job opportunities, qualifications and skills)
- *Reducing budgets whilst delivering key services* (factors being governance, structure, ways of working, 'more for less' approach)
- *Poor infrastructure* (factors being single lane A120, road congestion, infrequency of rail and bus services)

The Corporate Plan sets out opportunities for the Council such as:

- *Clear vision for economic growth and prosperity*
- *Our Coast*
- *Tourism, culture and sport*
- *Sea, road and rail connectivity*

The Corporate Plan also sets out the values that Members and Officers strive to uphold whilst delivering on our priorities and the opportunities that will assist us in achieving our outcomes.

The high level priorities articulated in the Corporate Plan are complemented by specific actions to be taken which form part of the Council's performance reporting activities over the course of the year with further details in the next section of this report.

Governance and Operational Model

The outcome from the annual review of the Council's governance framework is set out within the Annex to the Statement of Accounts with many activities undertaken during the year to strengthen/enhance all areas of the framework. It is worth highlighting that the Acting Audit and Governance Manager proposes to issue an unqualified audit opinion for 2017/18.

Following a review of the Council's Committee structure during the year, Overview and Scrutiny Committees have been reduced from three to two with a focus on external and internal arrangements which has taken effect in early 2018/19.

An LGA peer review was undertaken during the year, the outcomes of which have been summarised earlier on in this narrative report as part of highlighting some of the key points made by the Council's leader in his annual State of Tendring District Statement. Delivery against the recommendations emerging from the peer review are included as significant governance actions to be addressed in 2018/19 along with other key activities set out within the Annual Governance Statement.

The following sets out the Chief Finance Officer (S151 Officer) report to Council as part of the budget process:

The budget estimates for 2017/18 have been prepared within the framework of a risk based process. Clear rationale has been stated surrounding the formulation of the 2017/18 budget which is supported by a robust reserves position. This position has been supported by a programme of actions, including Portfolio Working Parties, which have contributed to delivering a sustainable financial position. A fundamental review of reserves undertaken in 2014 identified that the Council's current level of reserves remain adequate to 'underwrite' risks and uncertainties that are also inherent within the budget setting process, which has been revisited as part of this year's annual budget cycle. No significant changes have been made in 2017/18 that changes this underlying principle. A specific statement on reserves is set out further on in this section of the report.

The budget process continues to remain alert to government announcements and the impact of external issues such as funding receivable from elsewhere within the public sector. Budgets also aim to reflect the outturn position from the previous year and the Council's budget process identifies cost pressures which also allow it to remain alert to potential changes to its financial position.

Clear actions in respect of financial resilience continue to form part of the Council's Annual Governance Statement that includes amongst other things a number of financial risks and issues that enable the Council to keep a watching brief on significant upcoming matters that may have a financial consequence. Where the Council makes significant financial commitments, such as regeneration projects, money is found from within existing budgets and set aside accordingly rather than relying on projected savings or future forecasts.

It is recognised that cost pressures will emerge over and above those included within the 2017/18 budget. The list of emerging cost pressures will remain under on-going review so a 'live' schedule is maintained with a view to prioritise them and explore opportunities to fund them outside of the annual budget setting process where possible.

The Council has also engaged in a programme of bringing services back in-house where advantageous to the Council, which has already generated savings for the Council. This work remains on-going with at least one further contract being planned on being brought back in-house over the coming months.

The Council's External Auditor confirmed in its most recent Annual Audit Letter that key assumptions underpinning the budget have been identified and they also acknowledged the setting in place of the programme to identify the required savings and that to date the Council has responded well to the financial challenges it faces.

Financial Resilience remains at the forefront of the financial planning process with money identified where possible to invest in 'spend to save' projects that will in turn support the Council in delivering a balanced and sustainable budget in the long term. It is important to highlight that the Council continues to aim to find savings from within its underlying revenue budget rather than rely on potentially time limited income such as from the New Homes Bonus to balance the budget.

The need to continue with a planned budget reduction programme is clearly recognised and remains the key focus for the Council to enable it to continue to provide quality services and associated investment at a time of reducing budgets. Self-sufficiency underpins the Council's medium term financial planning process. Maximising opportunities through investment continues to form a key element of the Council's approach going into 2017/18 and beyond.

The Council is also playing a key role in a number of activities such as engaging with cross authority working and maximising commercial opportunities wherever possible, all of which are important elements in supporting the Council's longer term financial strength. Significant transformation activities including office rationalisation and channel shift projects are now underway within the Council to support the overall financial position going forward.

In respect of the 2017/18 budget, work has been undertaken in association with departments to produce detailed budgets that are to a large extent effectively cash limited to previous year's spending levels. Inflationary pressures have been separately considered with budgets adjusted to take account of such pressures where significant.

A number of savings identified enable the Council to accommodate a number of cost pressures within its base budget and it is recognised that investment and regeneration can support future cost pressures such as those associated with the seafront economy and the business planning approach taken within services such as Leisure and Careline.

The Council remains alert to the risks associated with the highly complex area of the budget introduced via the local retention of business rates. A separate NDR Resilience Reserve has been established to support the Council through periods where income may be volatile, which provides the Council with a longer recovery period through a self-sufficiency approach.

It is recognised that there are risks inherent within the Council's financial framework and corresponding detailed estimates. However, action has been taken to mitigate these risks as far as possible. The budgets have been prepared against the background of a continuing and challenging economic climate resulting in on-going reviews of significant budgets.

Within the Financial Strategy framework there is Cabinet involvement at various stages in addition to a comprehensive review and associated input from the Corporate Management Committee.

Regular and comprehensive monitoring of the budget will be undertaken during 2017/18 as part of the well-established and comprehensive Corporate Budget Monitoring process so issues can be identified and action taken at the earliest opportunity if and when appropriate.

Similarly to last year, the 2017/18 budget is supported by one-off funding as part of a 2 year budget cycle which uses a favourable financial position when taking 2016/17 and 2017/18 together. The figure included in the estimates is challenging but manageable in terms of the future budget 'gap' and this issue will be incorporated into the work to identify on-going savings that Cabinet are either already working on or will be undertaking as early as possible after the 2017/18 budget has been agreed.

The proposed budget resulting from this process is therefore robust and deliverable and is supported by reserves.

In terms of the inputs, outputs and operational activities of the Council's key services, these can be demonstrated by reference to the performance section of this report, where financial and non-financial performance of the Council is set out.

Risks and Opportunities

The Council understands that by being risk aware and understanding its risk appetite, the Council will be better able to take advantage of opportunities and mitigate threats.

Within the context of the above, Tendring District Council has adopted a risk management framework which is integrated with departmental planning and is reported along with the Council's Corporate Risk Register to the Audit Committee on a six monthly basis.

The Council's approach to risk is that it must be addressed on an integrated basis with everyone having roles and responsibilities for its management.

The Council's current Corporate (Strategic) risk register groups risks together under the following themes:

- Failure to Deliver Key Services
- Failure to Deliver Key Projects
- Reputational Damage
- Ineffective Workforce Management and Planning
- Failure to Deliver a Balanced and Sustainable Budget
- Ineffective Management of Information
- Failure to Adopt a Sound Local Plan

- Failure of Income Streams to meet the Council's Financial Requirements and Obligations to Other Bodies
- Failures in Emergency and Business Continuity Planning

Mitigating actions have reduced the residual risk against each risk item within the categories above to at or below the Council's acceptable risk tolerance level apart from the ability to deliver a balanced and sustainable budget, with a summary of this item as currently included within the risk register as follows:

Risk	Description	How the Risk is Controlled / Mitigated
Failure to deliver a balanced and sustainable budget	The impact of achieving a balanced budget in an ever-tightening financial environment on service delivery objectives.	<ul style="list-style-type: none"> • Long Term Financial Plan updated on an ongoing basis. • Financial Strategy/Forecast Preparation including identifying and capturing significant risks such as changes to government funding, and the identification of savings which will require some challenging decisions. • Robust and timely Budget Monitoring Processes. • Engagement with key stakeholders, members and senior management as early as possible. • Responding to and implementing recommendations and advice issued by the Council's External Auditor. • Material savings options to be individually risk assessed

As highlighted above, the Corporate Risk register recognises the risks associated with the delivery of key projects and initiatives, with the current risk register recognising items such as:

- Transforming the way the Council works
- The Garden Communities Project
- Building Council Homes
- Coastal Defences

The Corporate Risk Register also acknowledges the risks associated with the development of services and includes items such as:

- The management of council assets
- The management of information
- Partnership working

In addition to the above, risks and opportunities are reviewed, considered and reported to the Council's Senior Management Team and Members as part of the Council's decision making processes when projects are identified and developed during the year.

Strategy and Resource Allocation

During the year the Council adopted a long term financial sustainability plan with the primary aim of protecting services, as far as is reasonably possible, that the Council provides to its residents, businesses and visitors in the wake of the on-going and significant reductions in government funding. A summary of the thinking behind this new approach is set out below: (a full copy of the relevant report considered by the Council's Cabinet on 5 September 2017 is available on the Council's website)

Over recent years, the reductions in Government funding have been so significant in comparison to the Council's net budget that it has been impossible to generate underlying growth in locally generated income to make up the shortfall at the same pace as the reductions in grant funding.

However, the Council has always made it clear that it is committed to 'growing' its own income via regeneration and economic development initiatives for example.

The pace of the reductions in Revenue Support Grant (RSG) from the Government has meant that local authorities have not had the space and time to become self-sufficient. [The new approach] sets out a longer term view of the forecast and proposes the use of one-off money to support the budget until such time as growth in income exceeds expenditure forecasts.

It is therefore projected that the revised approach will create the time for income to outperform reductions in RSG and net expenditure pressures with the Council emerging from the current difficult financial environment in good shape with only minimal reductions in service provision compared with the alternative of making significant and short term cuts to services.

The longer term approach enables various actions to be developed to deliver the underlying income growth required to offset changes in expenditure with the eventual aim of delivering budget surpluses in the future and recognises that savings can be identified over a longer period of time.

*As highlighted, the approach relies upon utilising one-off money set aside to support budget deficits in the short term. The one-off money set aside as part of the Outturn for 2016/17 totalled **£1.434 million**, which provides a strong foundation against which to build on going forward to support the budget. [The above amount has been contributed to a Forecast Risk Fund with additional contributions made to it via the revised budget process for 2017/18 and the reserve now stands at **£1.888 million** at the end of March 2018]*

The forecast will need to be closely managed with periodic adjustments over time. Should it not be possible to deliver the revised approach, the Council can revert back to the more traditional shorter term strategy.

The forecast annual deficit or surplus within the long term plan is summarised as follows, with deficits met by the Forecast Risk Fund:

Year	Net Budget Position (including adjusting for prior use of reserves to balance the budget)
2017/18	£0.558 million (Deficit)
2018/19	£0.144 million (Deficit)
2019/20	£0.650 million (Deficit)
2020/21	£0.857 million (Deficit)
2021/22	£0.652 million (Deficit)
2022/23	£0.441 million (Deficit)
2023/24	£0.225 million (Deficit)
2024/25	£0.004 million (Deficit)
2025/26	£0.223 million (Surplus)
2026/27	£0.454 million (Surplus)

The long term forecast will be updated during the first half of 2018/19.

In considering a delivery plan, five key strands have been identified, all of which seek to make the necessary contributions to the proposed new long term approach.

➤ **Increases to Underlying Income**

This strand concentrates on delivering growth in council tax and business rates and will include year on year increases in the council tax levy, increasing collection performance, on-going compliance work to ensure that people / businesses are paying what they are liable to pay along with general housing and business growth in the district.

➤ **Controlling Net Expenditure Inflationary Pressure**

It would be useful if the Council could hold future costs to 2017/18 prices, which would enable income growth to quickly outstrip the cost of growth in net expenditure. Although it is accepted that this will not be possible in the purest sense, it is a good base to work from e.g. reducing energy usage, redesigning/alternative service delivery, reducing printing and paper usage, office rationalisation, working with Town and Parish Councils and renegotiating contracts. The above set out only a few examples where the Council can look to limit net increases in its overall budget which will be developed as part of the overall delivery plan and will also include maximising its assets and generating money from capital investment.

➤ **Savings and Efficiencies**

Savings still feature within the forecast, albeit at a much more modest annual rate than would otherwise have been the case and provide opportunities to maximise savings over a longer period.

➤ **Delivering a favourable Outturn Position**

Although favourable outturn positions have been delivered historically, primarily through one-off items or the aggregate of a number of smaller items, actions to influence the likelihood of a favourable position can be put in place such as holding vacancies for a longer period of time where there would be no adverse impact on service delivery, reviewing carry forward requests each year, 'banking' fortuitous savings as they emerge such as unringfenced government grants and favourable increases in fees and charges income.

➤ **Cost Pressure Mitigation**

Each year there are a number of cost pressures that emerge and are usually formed of a mix of where there is no option such as reductions in external funding and the living wage along with items where there is a choice whether to fund or not. The proposed new approach to the forecast does highlight the need to compromise to some extent in terms of the speed at which the Council can spend money on items where it has a choice to do so or not. This may involve areas where the additional expenditure may support income growth or the Council's reputation. A hard but fair line will need to be taken to how much additional expenditure by way of cost pressures can be accommodated within the ten year forecast.

Where a need for a cost pressure is identified, the following questions need to be asked:

- 1) Can the expenditure be delayed until such time as there is a surplus in the forecast?
- 2) Can mitigating action be put in place or an alternative option implemented?
- 3) Can the cost pressure be supported by one-off money in the short term?
- 4) Can the cost pressure be mitigated via corresponding budget reductions within departmental budgets?

Although this may be difficult for larger items, it may be possible for more modest amounts.

The Council is already delivering against many of the above strands e.g. office rationalisation, investment in commercial property, a reduction in the number of members, staff restructuring along with looking to renegotiate revised terms relating to the Council's insurance premium portfolio.

Council Performance 2017/18

Non-Financial Performance







A comprehensive performance report is presented to Management Team and Members on a quarterly basis each year with a summary of the final position on key items for 2017/18 as follows:

PROJECTS

	Council and Community		Health and Housing		Employment and Enjoyment
	Transforming the way we work		Jaywick Community Development		Local Plan
	Financial Self Sufficiency		Cliff Stabilisation (Protecting our Coastline)		Economic Development Delivery
	Property Management		Health and Wellbeing (Influencing)		Maximising Tourism and Leisure Opportunities
	Education (Influencing)				Leisure Facilities
					Garden Community




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TARGETS

	Fly Tipping		Miscellaneous Indicators
	Missed Bins		Sickness and Authorised Covert Surveillance (Influencing)
	Recycling Rate		Complaints
	Handling of Planning Applications		
	5 Year Housing Land Supply Approvals		

Current Position

On each project and target, a colour icon is placed as a quick visual identifier regarding the current position.

Above target	
On target	
Below target	

Transforming the way we work (Council and Community)



“Develop firm costed proposals and project plan/timetable, for Members to agree, and deliver on time and budget.”

Martyn Knappett – Deputy Chief Executive Finance and Corporate Resources Portfolio Holder

Office Rationalisation – A White

Milestones	Progress	To be Completed
Develop detailed delivery plan and seek additional approvals as required.	The business case was signed off by the CEO: 14 September 17.	Complete (Sept 17)
Start work on alterations at Pier Avenue, Clacton.	Toilet refurbishment as preliminary phase is completed.	Complete (Jan 18)
Obtain statutory consent/s for next project stages.	Design team working on designs in the order of the phasing of the project. * Detailed investigations into structural and fire precaution issues prior to submission of the applications.	Feb 18 - Pier Ave (Revised target: Apr 18*) Apr 18 - Barnes House Jun 18 - Town Hall

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Modern and Accessible Customer Experience – M Westall

Milestones	Progress	To be Completed
Recruit temporary staff to address back scanning of archives.	Staff have been appointed.	Complete (Nov 17)
Deploy centralised post processes.	Housing Team testing in progress. Expecting to go live by end April 18.	Feb 18 (Revised target: Apr 18)
Purchase self-serve and CRM software and implement roll-out with Benefits & Revenues team.	Cabinet have agreed the funding for the project. Procurement should take place in mid-April 18.	Dec 17 (Revised target: Feb 18) Cabinet Report; Feb 18

Transforming the way we work (Council and Community) Continued...

“Develop firm costed proposals and project plan/timetable, for Members to agree, and deliver on time and budget.”

Martyn Knappett – Deputy Chief Executive

Finance and Corporate Resources Portfolio Holder



Programme of works for delivery of £1.5m IT investment – J Higgins (Year 3 of 3)

Milestones	Progress	To be Completed
Savings achieved, return on investment following project.	Achieved - subject to ratification by Financial Services and to commence 1 April 18.	Complete
Wi-Fi Networks, server upgrades and virtualisation to be completed.	The 'Phase 2' investigative work leading to the development of a low level replacement design incorporating the Office Transformation plans has commenced.	Virtualisation - Completed Wi-Fi - Phase 1 Completed Wi-Fi - Phase 2
Complete plan for roll-out of self-serve kiosks across Tendring District and begin implementation.	The Digital Transformation Programme was approved by Cabinet on 16 February 18. 'In house' IT developed Customer Access Portals are proving very popular within the Council's Pier Avenue office. Wider roll-out across the District to partner locations will be undertaken in co-ordination with the development of key customer self-service delivery decisions associated with the digital transformation programme, procurement of new customer self-service "My Tendring Portal" software and the planned re-design for our website. Revised target for Customer Access Portal (previously Kiosk) roll-out will become a key element of the Digital Transformation Strategy - March 19.	MT: Nov 17 Cabinet: Dec 17 Report Agreed Cabinet: Feb 18 March 19
IDOX Document management implemented.	Delivery is complete but ongoing training/ support remains on offer.	Complete (Dec 17)
MS Lync rolled out to all users. NOTE: Microsoft Lync is now called Microsoft Skype for Business (MS SfB).	The leisure centre model remains on trial and will now be reviewed/ finalised as a key component of the Office Transformation network re-design and WiFi phase 2 works.	Complete corporately (Dec 17) (currently trialling leisure centre model)
Mobile hardware issued.	Ongoing as some manager's continue to embrace flexible working or roles change and flexible working becomes an option.	2017-2019

Financial Self Sufficiency (Council and Community)



“Investigate opportunities to generate a self-sufficiency approach to the funding of the Council’s overall budget.”

Ian Davidson – Chief Executive Finance and Corporate Resources Portfolio Holder

Delivery Mechanism: Long Term Stability Plan / 10 Year Forecast .

Update: The 2018/19 budget was presented to Council at their meeting on 6 February 18. It is currently proposed to remove updates on financial self sufficiency from the performance report in 18/19 and include it as part of a revised corporate budget monitoring report which will include on-going updates on the financial forecast.

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Milestone	Position
Increase in Business Rates Collectable	-£100,898
Increase in Council Tax Base (properties)	575

Jaywick Sands Community Development (Health and Housing)

“To increase the stock of new affordable/Council homes.”

Paul Price – Corporate Director

Housing Portfolio Holder



Delivery Mechanism: Bring forward at least one development at Jaywick. Work with Essex County Council (ECC) and other potential partners to develop options for residential and other development. Develop options for consideration to establish a housing company to facilitate development. Work with Planning to develop urban design layout.

Update: This month’s progress comments are noted next to each individual milestone in the table below.

Milestones	Progress	To be Completed
Commence development of one of the three identified preferred development sites.	Ground condition survey completed and is with structural engineers. The Archaeological survey is also complete. Reptile translocation recommenced March 18 with aim to complete early April 18. Working with UKPN to relocate power supply and install new sub station.	Anticipated ‘on-site’ date: Feb 18 <i>Revised target: Apr 18</i>
Identify funding mechanisms.	Jaywick Stakeholder Forum organised for June 18 to agree appropriate approach to funding. Core of forum will be based around Coastal Community Team (CCT) membership, facilitated by Trowers and Savills. Visit organised for May 18 for Legal & General/Muse/Homes England JV site evaluation.	“Ongoing” - dependent on availability of appropriate funding streams.
Put in place development pipeline based on outputs from funding workshop and collaborative work with ECC and residents.	Outline Development Capacity study completed and evaluated by CCT and Jaywick Sands Renewal Advisory Panel (JSRAP). Spatial vision (Place Plan) specification being finalised to commission external planning consultants to form place-shaping plan.	“Ongoing” - dependent on availability of appropriate funding streams (as above) - ECC requested to undertake de-risking surveys - ecological, topographic, archaeological & ground conditions.
Development vehicle/mechanism agreed, maybe linked to garden settlement delivery vehicle.	This will be agreed at Jaywick Stakeholder Forum in June 18.	Dec 17 <i>(Revised target: Jun 18)</i> Discussions with Trowers & Savills re potential

Health & Wellbeing (Health and Housing)

Paul Price – **Corporate Director**

Health and Education Portfolio Holder

“Seek to influence and assist partners in the delivery of improved health and wellbeing outcomes for residents and visitors to the area.”

Delivery Mechanism: Working with partners to identify shared opportunities to help drive improvements.

Update: The highlight this month is around the work on the Sport England Local Delivery Pilot.

Milestones	Progress	To be completed
Livewell Campaign (Partnership arrangement with Tendring District Council and Tendring District Council and Essex County Council).	Official press launch took place on 8 January 18 with Portfolio Holder and Lead Officers in attendance. Public Health Improvement Coordinator presented Livewell to the Senior Manager’s Forum on the 17 January 18. Livewell pull up banners and A5 leaflets have been distributed for promotion in all Tendring District Council Buildings and Leisure Centres as well as external partner Community Voluntary Services (CVS) Tendring based in Clacton.	Live Website Complete (Jan 18)
Public Health Officers Group (PHOG) - Working towards a Health & Wellbeing Strategy.	Agenda for meeting on 20 February 18 consisted of updates on Sport England Local Delivery Pilot, Livewell, Tendring Health and Wellbeing Strategy including livewell Delivery Plan and Active Tendring. An update on 'Community Projects' was also added as a standing agenda item. Next meeting will be in April/May 18.	PHOG meet bi-monthly
Outdoor Gym in Cliff Park, Harwich.	Project completed with ongoing support provided by Tendring Community Voluntary Services in the form of a free weekly 30 minute circuit class on Monday's.	Complete (Aug 17)
Health and Wellbeing Strategy.	Draft strategy completed. The Tendring H&WB Strategy was taken to the Tendring Health and Wellbeing Board for formal consultation on the 22 February 18.	Complete (Nov 17) (Feb 18)
Clacton / Harwich Junior parkrun.	The Harwich Junior Parkrun 2km route has now been signed off by the Parkrun UK Ambassador and the Core Team now has 5 members. The Clacton Junior parkrun will have a test run on Sunday 8 April 18 with the official launch scheduled for Sunday 15 April 18.	Dec 17 (Revised target: April 18)

Health & Wellbeing Continued...

(Health and Housing)

Paul Price – **Corporate Director**

Health and Education Portfolio Holder

“Seek to influence and assist partners in the delivery of improved health and wellbeing outcomes for residents and visitors to the area.”

Delivery Mechanism: Working with partners to identify shared opportunities to help drive improvements.

Milestones	Progress	To be completed
Sport England Local Delivery Pilot (LDP). Page 17	Jason Fergus (Active Essex Director) presented an update on Sport England Local Delivery Pilot to the Tendring Health and Wellbeing Board on 22 February 18. The Project Team is working on applying for a 'development award' from the Sport England LDP funding to get started on some ground work for the pilot to generate whole systems change.	Ongoing
Housing and Health Increase awareness of housing hazards and strengthen the referral pathway between TDC and Anglian Community Enterprise (ACE).	Public Health Improvement Coordinator attended Partner's meeting with Anglian Community Enterprise (ACE) on the 23 February 18 to promote the Livewell Housing and Health video.	Complete (Dec 17) Promotion now in place

Economic Development Delivery

(Employment and Enjoyment)

“To deliver against the objectives of the Council’s Economic Development Strategy. The Council’s approach focuses on the development and delivery of projects already in the pipeline and on those linked to the opportunities afforded by: Offshore Renewables in Harwich; the A120 Growth Corridor; and links with the University of Essex and it’s Knowledge Gateway.”



Ewan Green – **Corporate Director**

Investment and Growth Portfolio Holder

Delivery Mechanism: Projects and other interventions will be developed and delivered in-house and in partnership with the Council’s key public and private sector partners. **Update:** This month’s progress comments are noted next to each individual milestone in the table below.

Milestones	Progress	To be Completed
Deliver four business/skills events to promote growth in line with the Council’s Economic Strategy.	During the course of 2017/18 the Regeneration Team has facilitated a number of Business Surgeries and Drop-in Events with partner organisations (BEST Growth Hub, ECC, et al), as well as the annual Jobs and Careers Fair and the Blue Ribbon Business Awards Event, both of which took place in October 17. Work is now progressing to stage further business events during the course of 2018/19. *A Blue Ribbon Sponsors Event is scheduled to take place on 17 May 18.	Complete Feb/Mar 18
Roll out the Council’s Small, Medium Enterprise (SME) Growth Fund targeted on new and existing businesses within the District.	A report making the case for extending the SME Growth Fund Scheme (which is due to end in March 18) has been drafted and will be considered by Cabinet at its meeting in April 18.	Mar 18 (Revised target: Apr 18)
Dig 4 Jaywick Community Garden.	As previously reported grant funding has been awarded by the ECC Public Health Team, to TDC, to fund the post of Dig 4 Jaywick Community Garden Project Assistant, for a period of one year. Recruitment exercise undertaken, however, no suitable candidate identified, therefore, recruitment remains ongoing.	Mar 18 (Revised target: 18/19)
Energy, Marine Engineering and Port related activity.	A draft action plan has been prepared by Nautilus Associates Ltd, following a facilitated workshop in November 17. The draft action plan will inform the energy related interventions to be pursued by the North Essex authorities and Haven Gateway Partnership in the new financial year. Work is in hand to secure the participation of the private sector, to ensure that the North Essex offer is effectively articulated to the market.	2018-2019
South East Local Enterprise Partnership (SELEP) Coastal Communities Group (CCG).	Work is progressing with respect to the Group’s contribution to the SELEP’s refresh of its Strategic Economic Plan. The next meeting of the Coastal Communities Group is scheduled to take place on 20 April 18.	Mtg: Apr 18 Nov/Dec 18
Deliver a Creative and Cultural Strategy with associated Implementation Plan, detailing project interventions.	Black Radley Limited has been appointed (subject to contract) to assist the Council to prepare a Creative and Cultural Strategy and Implementation Plan for Tendring. Work is expected to commence shortly.	Jul 18

Maximising Tourism and Leisure Opportunities

(Employment and Enjoyment)

“To deliver our key events to a high standard, working with partners to showcase the District and encourage tourism and inward investment. These high-profile events should contribute towards the Council’s aspiration to stage a year round tourism programme.”

Paul Price – **Corporate Director**

Leisure and Tourism Portfolio Holder



Delivery Mechanism: The Clacton Air Show will be delivered by the Council’s Tourism and Events Team, with support from our partners in the emergency services and private and voluntary sectors. Tendring are the primary organiser of the Tour de Tendring. The Mayflower 400 will involve working with private and voluntary sector partners, together with the other key destinations involved in the Mayflower story.

Update: This month’s progress comments are noted next to each individual milestone in the table below.

Milestones	Progress	To be Completed
Tour de Tendring.	The Tour de Tendring took place on Sunday 14 May 17. Approximately 1,000 cyclists took part in the event.	Complete (May 17)
Beside the Seaside.	<p>The Harwich Festival Team were commissioned to project manage the events, which included a wide variety of musical and traditional entertainment. The Clacton event took place on 18 June 17 and the first ever Dovercourt festival was held on 12 August 17.</p> <p>The debrief for these events took place with the organising team on 6 October 17. They were also discussed at Service Development and Delivery Committee in early October 17. The key issues discussed were additional trade stands for the events and portaloos for Dovercourt Bay.</p>	Complete (Clacton: Jun 17) (Dovercourt Bay: Aug 17)
Clacton Air Show.	The 2017 Clacton Air Show attracted approximately 250,000 visitors and incorporated a second year of night flights which was considered another great success. A formal debrief with partners was held on 29 Sept 17. The event was also discussed at the Service Development and Delivery Committee in early Oct 17. Income held even with the previous year at approximately £82k. Although programme sales and bucket collections declined by approximately £1500, sponsorship increased from £5000 to £9,500.	Complete (Aug 17) (Oct 17)
District Wide Tourism Strategy	It has not been possible to complete the strategy for consideration in 2017/18 and this will be added to the plan for 2018/19, with a view to bring it forward by August 18.	Feb 18 (Revised target: Aug 18)

Maximising Tourism and Leisure Opportunities

Continued...

(Employment and Enjoyment)



“To deliver our key events to a high standard, working with partners to showcase the District and encourage tourism and inward investment. These high-profile events should contribute towards the Council’s aspiration to stage a year round tourism programme.”

Paul Price – Corporate Director Leisure and Tourism Portfolio Holder

Delivery Mechanism: The Clacton Air Show will be delivered by the Council’s Tourism and Events Team, with support from our partners in the emergency services and private and voluntary sectors. Tendring are the primary organiser of the Tour de Tendring. The Mayflower 400 will involve working with private and voluntary sector partners, together with the other key destinations involved in the Mayflower story.

Update: This month’s progress comments are noted next to each individual milestone in the table below.

Milestones	Progress	To be Completed
Mayflower 400: Series of events and projects to build up to the celebrations in 2020, including:- Agree projects and events for Mayflower 400. Deliver Illuminate Festival. Work with National Partners to deliver national Mayflower Trail to sell to American market.	A report on Mayflower 400 and the Council's involvement in the commemorations will be considered by Cabinet in May 18. A successful conference was held at Harwich International Port in March 18 to engage with local businesses in the opportunities afforded by the anniversary.	May 18
Princes Theatre Delivery of Annual Pantomime Deliver two events/exhibitions	Large body of work undertaken to ensure the box office and theatre processes are ready for General Data Protection Regulations deadline. Hosted; 6 professional shows, 4 large hires, 2 weddings along with providing a venue and free booking solution for the E-safety event organised by the safer communities team. The theatre management has also been requested by The Old Town Hall in Hemel Hempsted (civic) to give advice following the successful implementation of restoration fees.	Ongoing

Garden Community (Employment and Enjoyment)



“Innovative joint work with Colchester Borough Council (CBC), Braintree District Council (BDC) and Essex County Council (ECC) to develop a number of communities in North Essex based on Garden City principles.”

Ewan Green – Corporate Director

Leader

Delivery Mechanism: Selection of locations to be part of the Local Plan process. Funding made available by Central Government to support the work (£1.2million up to April 2017 with a further £700k announced for 17/18). The Leader (supported by the Chief Executive) sits on North Essex Garden Communities (NEGC) Ltd board. The Corporate Director and Head of Planning Services sit on senior officer Steering Group and Legal, Finance and Planning Officers participating in topic work streams. Close collaboration on Local Plan process re Garden Communities approach. A shared Chapter 1 of the Plan and specific requirements of any proposed Garden Community proposals across North Essex agreed by each Council. NEGC Ltd has formed Local Delivery Vehicles (LDV's) to progress each Garden Community Area allocated in the Local Plan (although potential Development Corporation could change the role of the LDVs).

Update: The Local Plan Section 1 Examination in Public was undertaken and this included specific sessions on the North Essex Garden Communities proposals. The NEGC proposals were also subject of a public consultation in respect of an Issues & Options Report and the outcomes from this will be considered and reported in Spring 2018 with a view to informing detailed proposals in the future.

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Milestones	Progress
Governance	Complete — October 17.
Land Negotiations	No agreements yet reached, this is ongoing. Key aim remains to achieve agreements through this route.
Planning	Complete — October 17.
Development Corporation / Compulsory Purchase Order (CPO)	New legislation (May 17) provides for locally accountable Development Corporations (with extensive powers). NEGC actively investigating as possible strong means of delivering Garden Communities, possibly including the use of CPO.

Financial Performance

Financial Performance 2017/18 including comparison with the 2017/18 Budget

A comprehensive outturn report was presented to the Council's Portfolio Holder for Finance and Corporate Resources on 18 May 2018, with a summary set out below that follows a similar format of the Expenditure and Funding analysis within the Statement of Accounts:

Summary of General Fund Revenue Financial Performance 2017/18

	Budget £m	Outturn £m	Variance £m
Net Cost of Services	23.052	13.036	(10.016)
Other Income and Expenditure			
<i>Revenue Support for Capital Investment</i>	7.890	3.317	(4.573)
<i>Financing Items</i>	0.503	(0.840)	(1.343)
<i>Business Rates (including Tariff and Levy)</i>	(4.390)	(4.397)	(0.007)
<i>Revenue Support Grant</i>	(1.650)	(1.651)	(0.001)
<i>Collection Fund Surplus/Deficit</i>	(0.218)	(0.218)	-
<i>Income from Council Tax Payers</i>	(7.229)	(7.229)	-
Total Other Income and Expenditure	(5.094)	(11.018)	(5.924)
(Surplus) or Deficit on Provision of Services *	17.958	2.018	(15.940)
Opening General Fund Balances	(29.642)	(29.642)	-
(Surplus) or Deficit on General Fund in Year	17.958	2.018	(15.940)
Closing General Fund Balances at 31 March	(11.684)	(27.624)	(15.940)

* the difference between budget and actuals is primarily due to carry forwards, with significant items as follows:

- Garden Communities Project - £1.750 million
- Digital Transformation Project - £0.865 million
- Local Plan - £1.117 million
- Business Investment and Growth - £2.087 million

The above figures relate to the General Fund only which explains the difference with the figures set out in the Expenditure and Funding Analysis which include the Housing Revenue Account. The Expenditure and Funding analysis set out within the Statement of Accounts shows a Net Cost of Services figure for 2017/18 of £12.881 million. When the HRA is excluded (£0.155 million), the outturn position relating to the Net Cost Of Services is £13.036 million as included in the table above.

Within the £2.018 million (Surplus) or Deficit on Provision of Services above, a general contribution of £1.263 million was made to reserves representing the overall outturn variance for the year. The main reasons behind this variance are summarised below:

- Increased Income from Business Rates - £0.642 million
- Reduced Housing Benefit and Rent Rebates Net Costs- £0.305 million
- Increased Planning Income - £0.298 million

Summary of General Fund Capital Programme 2017/18

Expenditure is capitalised when it is spent on the acquisition, creation or enhancement of assets that have a value to the Council or the community for more than one year. Examples of capital expenditure incurred by the Council during the year were a commercial property acquisition, disabled facilities grants and major repairs to assets. As capital schemes span financial years, amounts have been carried forward to continue the schemes and projects in 2018/19, with significant items as follows:

- Office Rationalisation - £1.160 million
- Disabled Facilities Grants - £2.047 million
- Harwich Public Realm - £1.000 million
- Cliff Stabilisation Scheme - £4.602 million

A summary of capital expenditure and how it was funded is set out in the following table:

	Budget 2017/18	Outturn 2017/18	C/fwds	Variance
	£m	£m	£m	£m
Capital Expenditure	18.043	5.811	12.250	0.018
<hr/>				
Funding of Capital Expenditure	Budget 2017/18	Outturn 2017/18	To Fund C/fwds	Variance
	£m	£m	£m	£m
External Sources of Finance	0.302	0.142	0.159	(0.001)
S106	0.087	0.080	0.007	-
Government Grants	8.033	1.421	6.612	-
Capital Receipts	1.730	0.850	0.880	-
Revenue Contributions	3.766	2.917	0.868	0.019
Use of Earmarked Reserves	4.125	0.401	3.724	-
Total	18.043	5.811	12.250	0.018

General Fund Reserves

The overall level of reserves at the end of 2017/18 is £27.624 million, made up of £16.198 million for earmarked commitment reserves, £7.426 million for other earmarked reserves and £4.000 million for uncommitted reserves.

It should be noted however, that transfers to earmarked reserves are not an increase in the Council's longer-term unallocated general resources as it relates to future years commitments.

Housing Revenue Account 2017/18

A summary for the year is set out in the table below that follows a similar format of the Expenditure and Funding analysis within the Statement of Accounts:

	Budget £m	Outturn £m	Variance £m
Net Cost of Services	2.649	(0.155)	(2.804)
Other Income and Expenditure	-	-	-
(Surplus) or Deficit on Provision of Services *	2.649	(0.155)	(2.804)
Opening HRA Revenue Reserves	(8.286)	(8.286)	-
(Surplus) or Deficit on HRA in Year	2.649	(0.155)	(2.804)
Closing HRA General Balance at 31 March	(5.637)	(8.441)	(2.804)

* the difference between budget and actuals is primarily due to carry forwards.

Housing Revenue Account 2017/18 – Capital Expenditure

	Budget 2017/18 £m	Outturn 2017/18 £m	C/fwds £m	Variance £m
HRA Capital Expenditure	7.375	3.233	3.752	(0.390)

A summary of how this capital expenditure was financed in 2017/18 is set out below:

	Budget 2017/18 £m	Outturn 2017/18 £m	To Fund C/fwds £m	Variance £m
Major Repairs Reserve	4.111	2.801	0.920	(0.390)
Government Grants	0.179	0.099	0.080	-
Capital Receipts	0.156	0.156	-	-
S106	0.092	0.092	-	-
Revenue funding from the HRA	2.837	0.085	2.752	-
Total	7.375	3.233	3.752	(0.390)

The overall variance of £0.390 million is largely due to the timing and programme of works which will continue in 2018/19 and beyond supported by the Major Repairs Reserve within a wider stock condition/refurbishment programme.

The Council's Overall Balance Sheet

The Council's balance sheet as at the end of March 2018 is set out within the Statement of Accounts. Some significant issues to highlight are as follows:

➤ **New or Significant Changes in Liabilities/Assets**

- **Short Term Debtors - Housing Benefit Subsidy** – During the year benefit subsidy is receivable from the Department for Work and Pensions (DWP) to meet the cost of providing Rent Allowances and Rent Rebates along with an overall administration grant. The monthly payments received during the year are based on estimates until final figures become known at the end of April 2018 when a claim for subsidy is finalised and sent to DWP. For 2017/18 the final subsidy figure being claimed from DWP is £2.180 million more than the payments received from them during the year so this additional income appears as a debtor in the accounts. This is reflected in the line 'Central Government Bodies' within the analysis of debtors that appear in the Balance Sheet (page 77 note 18).
- **Creditors – Central Government Bodies** – The amount owed to the Government has increased compared to last year, which is primarily due to business rates and the money payable under the current 50% retention arrangements.
- **Other Long Term Liabilities - Pension Liability** - At the end of 2017/18 there is an overall pension deficit attributable to the Council of £48.294 million (£56.906 million for 2016/17) which has been included in the Balance Sheet as at 31 March 2018. This reflects the calculations carried out in accordance with IAS19 based on actuarial assumptions which were subject to a comprehensive triennial review as at 31 March 2016. The next triennial review is due in 2019. The deficit reported for 2017/18 highlights that to date the current benefit obligations of the fund are greater than the current value of the assets of the fund although it is important to note that the figures calculated under IAS19 differ from those calculated as part of the triennial actuarial review. Statutory arrangements for funding the deficit calculated via the triennial actuarial review mean that the deficit on the local government scheme will be made good by contributions over the remaining working life of employees, as assessed by the scheme actuary.

The scheme's actuary has applied a discount rate of 2.55% compared to a rate of 2.7% used last year in determining the liabilities for retirement benefits

➤ **Long Term Borrowing**

The Local Government Act 2003 gives councils the freedom to determine how much they borrow for investment in new capital projects and schemes, subject to a regulation that they have regard to the Prudential Framework developed by the Chartered Institute of Public Finance and Accountancy (CIPFA). This aims to ensure that the capital investment plans of local authorities are affordable, prudent, sustainable, and that treasury management decisions are taken in accordance with good professional practice.

The Council manages its debt portfolio with advice from external consultants. No new borrowing was undertaken during 2017/18 in respect of either the General Fund or Housing Revenue Account. The total external debt of the Council as at 31 March 2018 stood at £43.898 million compared to its capital financing requirement (which represents the overall borrowing requirement) as at 31 March 2018 of £49.346 million. The difference between external debt and the capital financing requirement is the amount met by internal resources.

Outlook

Although the thinking and philosophy behind the long term financial sustainability plan has been set out earlier on in this report, the detailed budget for 2018/19 that was 'built' on this position is set out below:

General Fund

The Council's overall net General Fund revenue budget for 2018/19 (excluding amounts carried forward from 2017/18) is £13.902 million with a summary below, including how it is financed:

	2018/19 Original £m
Net Cost of Services	17.403
Revenue Support for capital investment	0.100
Financing items	(4.632)
Net Expenditure	12.871
Net Use of Earmarked Reserves	1.031
Total Net Budget	13.902
Financed by:	
Business Rates (excl. S31 Govt. Grant funding)	(4.578)
Revenue Support Grant	(1.070)
Collection Fund (Surplus)/Deficit	(0.652)
Council Tax Requirement (for Tendring District Council)	7.602

A summary of planned Capital Expenditure in 2018/19 (excluding amounts carried forward from 2017/18) and how it is financed is as follows:

	2018/19 Original Budget £m
Expenditure	0.857
Financing	
Government Grants	0.690
Capital Receipts	0.067
Direct Revenue Contributions	0.100
Total Financing	0.857

The current long term forecast going into 2019/20 and beyond reflects on items such as the on-going reduction in government funding and the potential for income growth from council tax and business rates, including amounts from property growth. The proposed changes to business rates nationally remains as a significant risk to Councils and will continue to be monitored and reflected in the forecast accordingly. On the expenditure side of the forecast, inflation such as salaries and the living wage are also included along with an estimate of cost pressures and potential savings.

The Government's 'fairer funding' review also poses a significant risk in future years which the Council will need to remain alert to and the forecast will need to be adjusted accordingly.

In addition to the above, it is worth highlighting that the Council has received confirmation that the Health and Safety Executive will be prosecuting the Council following a legionella investigation at Frinton and Walton pool during 2016/17. At the present time the Council is waiting for further information.

As highlighted elsewhere, the Council has embarked on the following project:

Garden Communities

Along with 3 other Local Authority partners, the Council continues to develop a major housing/regeneration project to the west of the Tendring District based on the principle of taking a much more direct approach to ensure that the proposed Garden Community meets the high standards expected in terms of housing quality and design, open space provision, roads, schools, healthcare facilities and sustainable transport systems. This is a long term project and to date the Council has identified a total of £2.250 million from within its budgets to support its continued development.

With the recent introduction of the potential option to establish locally led Development Corporations, the Councils continue to explore the most effective way to take this major project forward. Although significant financial investment may be required, this will form part of a business plan approach and separate decision making processes within the Council and will be considered against the context of the long term financial sustainability plan.

In terms of the position reflected in the Statement of Accounts, the four Councils involved set up a separate company in 2016/17 to develop this project. The company, North Essex Garden Communities Ltd was incorporated on 9 August 2016. Although there has been no significant trading activity undertaken in 2016/17 or 2017/18, a note is included within the Statement of Accounts setting out further details about this arrangement

Housing Revenue Account

A summary of the HRA Revenue Budget for 2018/19 is summarised below:

	2018/19 Original Budget £m
Direct Expenditure	6.971
Direct Income	(13.875)
Indirect Income/Expenditure including Financing Costs	7.154
Net (Surplus)/Deficit	0.250
Contribution to/(from) Reserves	(0.250)

A summary of the HRA Capital Programme for 2018/19 is set out below:

	2018/19 Original Budget £m
Expenditure	3.657
Financing	
Major Repairs Reserve	3.176
Direct Revenue Contributions	0.481
Total Financing	3.657

As highlighted elsewhere, the Council has embarked on the following project:

Regeneration of Jaywick Sands

Following on from purchases in previous years, the Council continues to explore further opportunities in Jaywick Sands as part of the first phase of providing housing/regeneration improvements. To correct historic market failure within the Jaywick area the Council purchased land at a price in excess of what a private developer may wish to pay for it. The difference in values is charged to the Housing Revenue Account as impairment. The Council is in a position to take such an approach as it can view its investments over a longer term than the private sector. To date, £1.602 million has been charged to the HRA as impairment. However the Council's actions in Jaywick Sands continue to build confidence in the market which has seen an increase in land values. This has resulted in the previous impairment charge being reversed out with a credit of £0.012 million being made to the HRA during 2017/18 (bringing the total reversal of impairment to £0.285 million when taking into account the figure for 2016/17). Although the impairment charge remaining in the HRA will inevitably limit the scale and speed of future investment in Jaywick Sands, it is not expected to have a direct impact on the underlying HRA position which remains in good health to enable the Council to continue to provide quality housing and associated services to its tenants.

Basis of Preparation and Presentation

The financial statements and what they show including the accounting concepts etc. applied are set out in the Statement of Accounts that follow. The financial statements are based on the going concern basis which means that the Council will continue in operational existence for the foreseeable future.

FINANCIAL STATEMENTS

The main elements of the financial statements are explained below and comprise of information in respect of accounting concepts and estimation techniques, the responsibilities for the statement of accounts along with the report of the auditors and the detailed financial statements and notes. The format and information in the Accounts has been prepared in line with International Financial Reporting Standards (IFRS) and the Code of Practice on Local Authority Accounting in the United Kingdom 2017/18 (The Code). The detailed financial statements that are required are explained below; these are split into 'core statements' and 'supplementary statements'.

ACCOUNTING AND RESPONSIBILITY STATEMENTS

- **Accounting Concepts and Estimation Techniques** - This briefly sets out the three main concepts that are applicable along with estimation methods used in preparing the accounts.
- **Statement of Responsibilities for the Statement of Accounts** - This statement sets out the respective responsibilities required of the Council and the Head of Finance, Revenues and Benefits for the Authority's accounts and financial affairs.
- **Report of the Auditors** - The Auditor certifies that an audit of the Statement of Accounts has been concluded and gives an opinion on their presentation and content.

CORE FINANCIAL STATEMENTS

The following four statements comprise the 'core statements' and are directly followed in the Statement of Accounts by comprehensive notes supporting these statements.

- **Comprehensive Income and Expenditure Statement** - This statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices, rather than the amount to be funded from taxation. Authorities raise taxation to cover expenditure in accordance with regulations; this may be different from the accounting cost. The taxation position is shown in the Movement in Reserves Statement. The 2016/17 comparatives have been restated into the segments used for internal reporting as required by the 2017/18 Code (see note 37).
- **Movement in Reserves Statement (MIRS)** - This statement shows the movement in the year on the different reserves held by the authority, analysed into 'usable reserves' (i.e. those that can be applied to fund expenditure or reduce local taxation) and 'unusable reserves'. This statement shows how the movements in year of the authority's reserves are broken down between gains and losses incurred in accordance with generally accepted accounting practices and the statutory adjustments required to return to the amounts chargeable to council tax and rents for the year. The Net Increase/Decrease line shows the statutory General Fund Balance and Housing Revenue Account Balance movements in the year following those adjustments.

- **Balance Sheet** - The Balance Sheet shows the value as at the Balance Sheet date of the assets and liabilities recognised by the authority. The net assets of the authority (assets less liabilities) are matched by the reserves held by the authority. Reserves are reported in two categories. The first category of reserves are usable reserves, i.e. those reserves that the authority may use to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use (for example the Capital Receipts Reserve that may only be used to fund capital expenditure or repay debt). The second category of reserves is those that the authority is not able to use to provide services. This category of reserves includes reserves that hold unrealised gains and losses (for example the Revaluation Reserve), where amounts would only become available to provide services if the assets were sold; and reserves that hold timing differences shown in the Movement in Reserves Statement line 'Adjustments between accounting basis and funding basis under regulations'.

- **Cash Flow Statement** - The Cash Flow Statement shows the changes in cash and cash equivalents of the authority during the reporting period. The statement shows how the authority generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of the extent to which the operations of the authority are funded by way of taxation and grant income or from the recipients of services provided by the authority. Investing activities represent the extent to which cash outflows have been made for resources which are intended to contribute to the authority's future service delivery. Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of capital (i.e. borrowing) to the authority.

Expenditure and Funding Analysis Note - In addition to the four core statements this note demonstrates to council tax and rent payers how the funding available to the authority (i.e. government grants, rents, council tax and business rates) for the year has been used in providing services in comparison with those resources consumed or earned by authorities in accordance with generally accepted accounting practices. The Expenditure and Funding Analysis also shows how this expenditure is allocated for decision making purposes between the Council's Portfolio Holders. Income and expenditure accounted for under generally accepted accounting practices is presented more fully in the Comprehensive Income and Expenditure Statement. This note is positioned as Note 1 to the Core Financial Statements to provide it with due prominence. The 2016/17 comparatives have been restated into the segments used for internal reporting as required by the 2017/18 Code (see note 37).

SUPPLEMENTARY FINANCIAL STATEMENTS

- **Housing Revenue Account Income and Expenditure Statement** - The Housing Revenue Account (HRA) reflects a statutory obligation (Local Government and Housing Act 1989) to maintain a separate account for local authority housing provision such as those revenue transactions relating to the Council's housing stock and its other housing assets. The HRA Income and Expenditure Statement shows the economic cost in the year of providing housing services in accordance with generally accepted accounting practices, rather than the amount to be funded from rents. Authorities charge rents to cover expenditure in accordance with regulations; this may be different from the accounting cost. The increase or decrease in the year, on the basis of which rents are raised, is shown in the Movement on the HRA Statement. The Account is also consolidated into the Comprehensive Income and Expenditure Statement previously mentioned.
- **Movement on the Housing Revenue Account Statement** - Similarly to the Movement in Reserves Statement, amounts that need to be included in the HRA to arrive at an overall position for the year include those in accordance with statute and are either added or removed from the figures in the Income and Expenditure Statement. Accordingly this statement reconciles the income and expenditure statement with the other items in the HRA to arrive at the overall HRA balance for the year.
- **Collection Fund Income and Expenditure Statement** - 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 business rates. Transactions relating to Tendring District Council are included in the Comprehensive Income and Expenditure Statement.

OTHER INFORMATION

Additional information to aid the understanding and interpretation of the accounts:

ADDITIONAL STATEMENTS

- **Glossary** - This explains in more detail the terms used in the Statement of Accounts.

ACCOUNTING CONCEPTS AND ESTIMATION TECHNIQUES

Accounting Concepts

The accounting policies are detailed in a separate section (see page 108). These are consistent with the fundamental accounting concepts of:

- **Going concern** – that the Authority will continue in its operational existence for the foreseeable future;
- **Accruals** – the non-cash effects of transactions are reflected in the financial statements for the accounting period in which those effects are experienced and not in the period in which any cash is received or paid. Further details are provided in the separate section on Accounting Policies (see page 108);
- **Legislative requirements** – where specific legislative requirements and accounting principles conflict, legislative requirements are applied.

Estimation Techniques

These are the methods adopted by the Council to arrive at estimated amounts, corresponding to the measurement bases selected for assets, liabilities, gains, losses and charges to the Reserves. Where the basis of measurement for the amount to be recognised under accounting policies is uncertain, an estimation technique is applied. In the Council's accounts, estimation techniques continue to be applied for the calculation of depreciation, bad debt provision, pension assets/liabilities, some grant amounts claimed from Government and the valuation of Property, Plant and Equipment. Methods used are further explained in the separate section on accounting policies (see page 108).

STATEMENT OF RESPONSIBILITIES FOR THE STATEMENT OF ACCOUNTS

The Authority's Responsibilities

The Authority is required to:

- make arrangements for the proper administration of its financial affairs and to secure that one of its officers has the responsibility for the administration of those affairs. In this Authority, that officer is the Head of Finance, Revenues and Benefits;
- manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets;
- approve the Statement of Accounts.

The Head of Finance, Revenues and Benefits' Responsibilities

The Head of Finance, Revenues and Benefits is responsible for the preparation of the Authority's Statement of Accounts in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom (the Code).

In preparing this Statement of Accounts, the Head of Finance, Revenues and Benefits has:

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

The Head of Finance, Revenues and Benefits has also:

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

Head of Finance, Revenues and Benefits' Certificate

I certify that the accounts set out in this document give a true and fair view of the financial position of the Council at the 31 March 2018 and the income and expenditure for the year then ended.

R C Barrett
Head of Finance, Revenues and Benefits
Date: 26 July 2018

Chair of the Audit Committee' Certificate

I confirm that the Audit Committee at the meeting held on the 26 July 2018 approved these accounts.

Councillor A Coley on behalf of Tendring District Council
Chair of the meeting approving the accounts
Date: 26 July 2018.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF

TENDRING DISTRICT COUNCIL

YEAR ENDED 31 MARCH 2018

Opinion

We have audited the financial statements of Tendring District Council for the year ended 31 March 2018 under the Local Audit and Accountability Act 2014. The financial statements comprise the:

- Comprehensive Income and Expenditure Statement,
- Movement in Reserves Statement,
- Balance Sheet,
- Cash Flow Statement,
- Related Notes 1 to 37
- Housing Revenue Account and the related notes 1 to 7; and
- Collection Fund and the related notes 1 to 6.

The financial reporting framework that has been applied in their preparation is applicable law and the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2017/18.

In our opinion the financial statements:

- give a true and fair view of the financial position of Tendring District Council as at 31 March 2018 and of its expenditure and income for the year then ended; and
- have been prepared properly in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2017/18.

Basis of Opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report below. We are independent of the Authority in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and the Comptroller and Auditor General's (C&AG) AGN01, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

- the Head of Finance, Revenues and Benefits' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Head of Finance, Revenues and Benefits has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Authority's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other Information

The other information comprises the information included in the Statement of Accounts, other than the financial statements and our auditor's report thereon. The Head of Finance, Revenues and Benefits is responsible for the other information.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in this report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Local Audit and Accountability Act 2014

Arrangements to secure economy, efficiency and effectiveness in the use of resources

In our opinion, based on the work undertaken in the course of the audit, having regard to the guidance issued by the C&AG in November 2017, we are satisfied that, in all significant respects, Tendring District Council put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2018.

Matters on which we report by exception

We report to you if:

- in our opinion the annual governance statement is misleading or inconsistent with other information forthcoming from the audit or our knowledge of the Council;
- we issue a report in the public interest under section 24 of the Local Audit and Accountability Act 2014;
- we make written recommendations to the audited body under Section 24 of the Local Audit and Accountability Act 2014;

- we make an application to the court for a declaration that an item of account is contrary to law under Section 28 of the Local Audit and Accountability Act 2014;
- we issue an advisory notice under Section 29 of the Local Audit and Accountability Act 2014; or
- we make an application for judicial review under Section 31 of the Local Audit and Accountability Act 2014.

We have nothing to report in these respects

Responsibility of the Head of Finance, Revenues and Benefits

As explained more fully in the Statement of Responsibilities for the Statement of Accounts set out on page 34, the Head of Finance, Revenues and Benefits is responsible for the preparation of the Statement of Accounts, which includes the financial statements, in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2017/18, and for being satisfied that they give a true and fair view.

In preparing the financial statements, the Head of Finance, Revenues and Benefits is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Authority either intends to cease operations, or have no realistic alternative but to do so.

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

Auditor's Responsibilities for the audit of the financial statements

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

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

Scope of the review of arrangements for securing economy, efficiency and effectiveness in the use of resources

We have undertaken our review in accordance with the Code of Audit Practice, having regard to the guidance on the specified criterion issued by the Comptroller and Auditor General (C&AG) in November 2017, as to whether Tendring District Council had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people. The Comptroller and Auditor General determined this criterion as that necessary for us to consider under the Code of Audit Practice in satisfying ourselves whether Tendring District Council put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2018.

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

We are required under Section 20(1) (c) of the Local Audit and Accountability Act 2014 to satisfy ourselves that the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. The Code of Audit Practice issued by the National Audit Office (NAO) requires us to report to you our conclusion relating to proper arrangements.

We report if significant matters have come to our attention which prevent us from concluding that the Authority has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources. We are not required to consider, nor have we considered, whether all aspects of the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

Certificate

We certify that we have completed the audit of the accounts of Tendring District Council in accordance with the requirements of the Local Audit and Accountability Act 2014 and the Code of Audit Practice issued by the National Audit Office.

Use of our Report

This report is made solely to the members of Tendring District Council, as a body, in accordance with Part 5 of the Local Audit and Accountability Act 2014 and for no other purpose, as set out in paragraph 43 of the Statement of Responsibilities of Auditors and Audited Bodies published by Public Sector Audit Appointments Limited. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Authority and the Authority's members as a body, for our audit work, for this report, or for the opinions we have formed.

Kevin Suter (Key Audit Partner)
Ernst and Young LLP (Local Auditor)
Luton
26 July 2018

The maintenance and integrity of Tendring District Council web site is the responsibility of the directors; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the web site.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 31 MARCH 2018

2016/17 Restated See Note 37				2017/18			Note
Expenditure	Income	Net		Expenditure	Income	Net	Ref
£000	£000	£000		£000	£000	£000	
EXPENDITURE ON SERVICES							
250	-	250	Leader	250	-	250	
2,481	(178)	2,303	Finance and Corporate Resources	2,298	(175)	2,123	
8,166	(3,395)	4,771	Environment	8,510	(3,560)	4,950	
81,882	(80,123)	1,759	Housing	79,195	(78,468)	727	
426	(89)	337	Health and Education	499	(48)	451	
3,946	(2,389)	1,557	Corporate Enforcement	3,496	(2,542)	954	
736	(76)	660	Investment and Growth	564	(132)	432	
12,153	(4,341)	7,812	Leisure and Tourism	10,491	(4,379)	6,112	
884	(290)	594	Budgets Relating to Non Executive Functions	1,041	(323)	718	
110,924	(90,881)	20,043	Net Cost of Services	106,344	(89,627)	16,717	
2,804	(1,605)	1,199	Other Operating Expenditure	3,388	(1,839)	1,549	10
3,372	(310)	3,062	Financing and Investment Income and Expenditure	3,153	(468)	2,685	11
5,661	(26,371)	(20,710)	Taxation and Non-Specific Grant Income and Expenditure	5,723	(26,102)	(20,379)	12
		3,594	(Surplus) or Deficit on Provision of Services			572	
		443	(Surplus) or deficit on revaluation of non-current assets			(6,372)	9(a)
		(2)	(Surplus) or deficit on revaluation of available for sale financial assets			1	
		3,636	Remeasurements of the net defined benefit liability (asset)			(8,353)	9(c)
		4,077	Other Comprehensive Income and Expenditure			(14,724)	
		7,671	Total Comprehensive Income and Expenditure			(14,152)	

MOVEMENT IN RESERVES STATEMENT

	General Fund Balances	Housing Revenue Account	Major Repairs Reserve	Capital Grants Unapplied Reserve	Capital Receipts Reserve	Total Usable Reserves	Unusable Reserves	Total Authority Reserves	Note Ref
	£000	£000	£000	£000	£000	£000	£000	£000	
Balance at 1 April 2016 brought forward	25,946	7,491	4,497	166	3,490	41,590	117,980	159,570	
Movement in reserves during the year									
Total comprehensive expenditure and income	(1,971)	(1,623)	-	-	-	(3,594)	(4,077)	(7,671)	
Adjustments between accounting basis and funding basis under regulations	5,667	2,418	(12)	-	1,541	9,614	(9,614)	-	6
Increase/(Decrease) in Year	3,696	795	(12)	-	1,541	6,020	(13,691)	(7,671)	
Balance at 31 March 2017 carried forward	29,642	8,286	4,485	166	5,031	47,610	104,289	151,899	7,9
Balance at 1 April 2017 brought forward	29,642	8,286	4,485	166	5,031	47,610	104,289	151,899	
Movement in reserves during the year									
Total comprehensive expenditure and income	(598)	26	-	-	-	(572)	14,724	14,152	
Adjustments between accounting basis and funding basis under regulations	(1,420)	129	373	-	692	(226)	226	-	6
Increase/(Decrease) in Year	(2,018)	155	373	-	692	(798)	14,950	14,152	
Balance at 31 March 2018 carried forward	27,624	8,441	4,858	166	5,723	46,812	119,239	166,051	7,9

BALANCE SHEET

AS AT 31 MARCH 2018

31/03/2017		31/03/2018	Note
£000		£000	Ref
	Long Term Assets		
210,007	- Property Plant and Equipment	210,862	13
14	- Heritage Assets	11	
-	- Investment Property	3,100	14
463	- Intangible Assets	257	15
476	- Long Term Debtors	485	18
210,960	Total Long Term Assets	214,715	
	Current Assets		
49,067	- Short Term Investments	52,057	16
33	- Assets Held for Sale	33	
42	- Inventories	57	
6,498	- Short Term Debtors	6,022	18
5,527	- Cash and Cash Equivalents	4,812	19
61,167	Total Current Assets	62,981	
	Current Liabilities		
(2,314)	- Short Term Borrowing	(2,156)	16
(9,617)	- Short Term Creditors	(11,615)	20
(1,028)	- Provisions	(1,191)	21
(5,315)	- Capital Grants Receipts in Advance	(5,144)	26
(18,274)	Total Current Liabilities	(20,106)	
	Long Term Liabilities		
(1,150)	- Long Term Creditors	(1,169)	20
(43,898)	- Long Term Borrowing	(42,076)	16
(56,906)	- Other Long Term Liabilities - Pensions	(48,294)	31
(101,954)	Total Long Term Liabilities	(91,539)	
151,899	Total Net Assets	166,051	
	Financed by:		
47,610	Usable Reserves	46,812	8
104,289	Unusable Reserves	119,239	9
151,899	Total Reserves	166,051	

These financial statements replace the unaudited financial statements certified by the Head of Finance, Revenues and Benefits on 31 May 2018.

R C Barrett
Head of Finance, Revenues and Benefits
26 July 2018

CASH FLOW STATEMENT

2016/17		2017/18	Note
£000		£000	Ref
(3,594)	Net surplus or (deficit) on the provision of services		(572)
	Adjustments to net surplus or (deficit) on the provision of services for non-cash movements:		
13,195	Depreciation, revaluation and impairment of non-current assets	8,337	
-	Movement in Investment Property Values	144	
202	Amortisation of Intangible Assets	234	
196	Increase/decrease in creditors	1,460	
(2,155)	Increase/decrease in debtors	499	
1,245	Movement in pension liability	(259)	
(300)	Contributions to/(from) provisions	163	
1,415	Carrying amount of non-current assets and non-current assets held for sale, sold or derecognised	1,645	
(11)	Other items	(15)	12,208
	Adjustments for items included in the net surplus or deficit on the provision of services that are investing and financing activities:		
(1,699)	Capital Grants credited to surplus or deficit on the provision of services	(1,834)	
(2,036)	Proceeds from the sale of property, plant and equipment	(2,049)	(3,883)
<u>6,458</u>	Net cash flows from Operating Activities		<u>7,753</u> 22
(4,554)	Investing Activities		(6,988) 23
(1,902)	Financing Activities		(1,480) 24
<u>2</u>	Net increase or (decrease) in cash and cash equivalents		<u>(715)</u>
5,525	Cash and cash equivalents at the beginning of the reporting period		5,527
<u>5,527</u>	Cash and cash equivalents at the end of the reporting period		<u>4,812</u>

NOTES TO CORE FINANCIAL STATEMENTS

1 Expenditure and Funding Analysis

2016/17 Restated See Note 37	Adjustment	Net		2017/18		Net	Note
Expenditure Chargeable to GF and HRA Balances	between Funding and Accounting basis	Expenditure in the CIES		Expenditure Chargeable to GF and HRA Balances	between Funding and Accounting basis	Expenditure in the CIES	Ref
£000	£000	£000		£000	£000	£000	
EXPENDITURE ON SERVICES							
250	-	250	Leader	250	-	250	
(1,960)	4,263	2,303	Finance and Corporate Resources	(2,268)	4,391	2,123	
4,771	-	4,771	Environment	4,950	-	4,950	
424	1,335	1,759	Housing	1,282	(555)	727	
337	-	337	Health and Education	451	-	451	
1,557	-	1,557	Corporate Enforcement	954	-	954	
660	-	660	Investment and Growth	432	-	432	
7,812	-	7,812	Leisure and Tourism	6,112	-	6,112	
594	-	594	Budgets Relating to Non Executive Functions	718	-	718	
<u>14,445</u>	<u>5,598</u>	<u>20,043</u>	Net Cost of Services	<u>12,881</u>	<u>3,836</u>	<u>16,717</u>	
(18,936)	2,487	(16,449)	Other Income and Expenditure	(11,018)	(5,127)	(16,145)	
<u>(4,491)</u>	<u>8,085</u>	<u>3,594</u>	(Surplus) or Deficit on Provision of Services	<u>1,863</u>	<u>(1,291)</u>	<u>572</u>	
(33,437)			Opening General Fund and HRA Balances	(37,928)			
(4,491)			(Surplus) or Deficit on General Fund and HRA Balances in Year	1,863			
<u>(37,928)</u>			Closing General Fund and HRA Balances at 31 March	<u>(36,065)</u>			7

Expenditure and Funding Analysis – Adjustments between funding basis and accounting basis

2016/17				2017/18				
Adjustments for Capital Purposes (see a below)	Pensions Adjustments (see b below)	Other Differences (see c below)	Total Adjustments		Adjustments for Capital Purposes (see a below)	Pensions Adjustments (see b below)	Other Differences (see c below)	Total Adjustments
£000	£000	£000	£000		£000	£000	£000	£000
140	-	4,123	4,263	EXPENDITURE ON SERVICES	432	-	3,959	4,391
2,814	(19)	(1,460)	1,335	Finance and Corporate Resources	719	155	(1,429)	(555)
				Housing				
2,954	(19)	2,663	5,598	Net Cost of Services	1,151	155	2,530	3,836
4,364	1,264	(3,141)	2,487	Other Income and Expenditure	(1,481)	(414)	(3,232)	(5,127)
7,318	1,245	(478)	8,085	(Surplus) or Deficit on Provision of Services	(330)	(259)	(702)	(1,291)

a) Adjustments for Capital Purposes – This Column adjusts for:

- Reversals of depreciation, impairment and revaluation gains/losses.
- Capital disposals with a transfer of income on disposal of assets and the amounts written off for those assets.
- 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.
- Capital grants are adjusted from the service segments and included under Taxation and Non-Specific Grant Income and Expenditure in accordance with generally accepted accounting practices in the Code.

b) Pensions Adjustments – This gives the net change for the removal of pension contributions and the addition of IAS 19 Employee Benefits pension related expenditure and income. This includes 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. Net interest on the defined benefit liability is charged to the Comprehensive Income and Expenditure Statement under Financing and Investment Income and Expenditure.

c) Other Differences – This includes the difference between what is chargeable under statutory regulations for Council Tax and Business Rates 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. This is reflected under Taxation and Non-Specific Grant Income and Expenditure in the Comprehensive Income and Expenditure Statement.

This column also includes the adjustments for Revenue Grants which are to be included under Taxation and Non-Specific Grant Income and Expenditure in accordance with generally accepted accounting practices.

2 Accounting Policies

The Council is required to prepare a Statement of Accounts for each financial year by the Accounts and Audit Regulations 2015 in accordance with proper accounting practices as set out in the Chartered Institute of Public Finance and Accountancy 2017/18 Code of Practice on Local Authority Accounting in the United Kingdom (the Code).

Detailed information on the Council's Accounting Policies can be found on pages 108 – 124.

3 Accounting Standards that have been issued but have not yet been adopted

The 2018/19 Code introduces four changes in accounting policies that will apply from 1 April 2018, as follows:

- IFRS9 Financial Instruments, which will require the reclassification of the Council's financial assets. It is expected they will all be reclassified as held at amortised cost, which will have minimal impact on the statement of accounts. Impairments of financial assets over the next 12 months, and also for higher risk areas for the life of the asset are also to be recognised, but given the Council's treasury management strategy and policies this is expected to have no significant impact.
- IFRS15 Revenue from Contracts with Customers, which has the potential to change the point of which income under contracts with customers is recognised. An analysis carried out to date indicates that there will be no material impact on any of the Council's income streams.
- Amendments to IAS12 Income Taxes: Recognition of Deferred Tax Assets for Unrealised Losses – this has no impact for Tendring District Council.
- Amendments to IAS7 Statement of Cash Flows: Disclosure initiative which relates to changes in liabilities arising from financing activities. Based on the available guidance the Council does not expect to be required to make any additional disclosures following the introduction of IAS7 as the changes required relate to items that are already disclosed elsewhere or that are not currently applicable to the Council.

Changes under IFRS9 and IFRS15 are prospective only, meaning that the 2017/18 figures are not restated.

4 Assumptions made about the future and other major sources of estimation

The preparation of the Statement of Accounts requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimates means that the actual outcomes could differ from those estimates.

The key judgements and estimation uncertainty that have a significant risk of causing adjustment to the carrying amounts of assets and liabilities within the next financial year are as follows:

Item	Uncertainties	Effect if Actual results Differ from Assumptions
Property, Plant and Equipment	Assets are depreciated over useful lives that are dependent on assumptions about the level of repairs and maintenance that will be incurred in relation to individual assets. The current economic climate makes it uncertain that the Authority will be able to sustain its current spending on repairs and maintenance, bringing into doubt the useful lives assigned to assets.	If the useful life of assets is reduced, depreciation increases and the carrying amount of the assets falls. It is estimated that the annual depreciation charge for buildings would increase by £0.342 million for every year that useful lives had to be reduced.

Pensions Liability	<p>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. A firm of consulting actuaries is engaged (via Essex County Council) to provide the Authority with expert advice about the assumptions to be applied.</p>	<p>The effects on the net pension liability of changes in individual assumptions can be measured. For instance, a 0.1% increase in the discount rate assumption would result in a decrease in the pension liability of £2.893 million.</p> <p>However, the assumptions interact in complex ways. During 2017/18, the Authority's actuaries advised that the net pensions liability had decreased by £8.612 million primarily due to estimates being corrected as a result of updating the assumptions.</p>
Business Rate Appeals	<p>Estimation of the settlement of existing and future backdated Business Rate appeals under the 2010 and 2017 Rate Revaluations. Uncertainty over the level of settlement of existing outstanding appeals and the extent to which they will be backdated to 1 April 2010 and 1 April 2017 respectively.</p>	<p>The total provision for Business Rate appeals is £2.848 million, the Council's share is £1.139 million (40%). This has been estimated on the basis that following the settlement of appeals there is an average reduction in net rate income of 4.7%. If this increased by 0.5% the increase in the provision would be £0.303 million, the Council's share being £0.121 million.</p>

This list does not include assets and liabilities that are carried at fair value based on a recently observed market price.

5 Events after the Reporting Period

The Statement of Accounts was authorised for issue by the Head of Finance, Revenues and Benefits on 31 May 2018. Events taking place after the Reporting Period have been considered up to this date. Events taking place after the Statement of Accounts were authorised for issue are not reflected in the financial statements or notes.

6 Adjustments between Accounting Basis and Funding Basis Under Regulations

This note details the adjustments that are made to the total comprehensive income and expenditure recognised by the Authority in the year in accordance with proper accounting practice to the resources that are specified by statutory provisions as being available to the Authority to meet future capital and revenue expenditure.

2016/17					2017/18				
General Fund Balance	Housing Revenue Account	Major Repairs Reserve	Capital Grants Unapplied	Capital Receipts Reserve	General Fund Balance	Housing Revenue Account	Major Repairs Reserve	Capital Grants Unapplied	Capital Receipts Reserve
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
1,264	(19)	-	-	-	(414)	155	-	-	-
(478)	-	-	-	-	(702)	-	-	-	-
5,426	8,042	-	-	-	2,729	5,620	-	-	-
-	-	-	-	-	144	-	-	-	-
183	19	-	-	-	213	21	-	-	-
6,395	8,042	-	-	-	1,970	5,796	-	-	-

Adjustments to the Revenue Resources

Amounts by which income and expenditure included in the Comprehensive Income and Expenditure Statement are different from revenue for the year calculated in accordance with statutory requirements:

Pensions costs (transferred to/from the Pensions Reserve)

Council Tax and Business Rates (transferred to/from the Collection Fund Adjustment Account)

Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure (these items are charged to the Capital Adjustment Account):

- Depreciation, revaluation and impairment of non-current assets

- Movement in Investment Property Values

- Amortisation of intangible assets

Total Adjustments to Revenue Resources

2016/17					2017/18					
General Fund Balance	Housing Revenue Account	Major Repairs Reserve	Capital Grants Unapplied	Capital Receipts Reserve	General Fund Balance	Housing Revenue Account	Major Repairs Reserve	Capital Grants Unapplied	Capital Receipts Reserve	
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Adjustments between Revenue and Capital Resources					Adjustments between Revenue and Capital Resources					
(768)	(1,268)	-	-	1,982	Transfer of non-current asset sale proceeds from revenue to the Capital Receipts Reserve and Deferred Capital Receipts	(16)	(2,033)	-	-	2,049
431	984	-	-	-	Amounts of non-current assets written off to the Capital Adjustment Account on disposal	210	1,435	-	-	-
-	26	-	-	(26)	Administrative costs of non-current asset disposals (funded by a contribution from the Capital Receipts Reserve)	-	44	-	-	(44)
(1,579)	(120)	-	260	-	Transfer of capital grants credited to the Comprehensive Income and Expenditure Statement	(1,643)	(191)	-	623	-
355	-	-	-	(355)	Payments to the government housing receipts pool (funded by a transfer from the Capital Receipts Reserve)	308	-	-	-	(308)
-	(3,250)	3,250	-	-	Posting of HRA resources from revenue to the Major Repairs Reserve	-	(3,173)	3,174	-	-
(257)	(1,964)	-	-	-	Provision for the repayment of debt (transfer from the Capital Adjustment Account)	(246)	(1,664)	-	-	-
4	-	-	-	(4)	Mitigation of Finance Lease costs in accordance with regulation	5	-	-	-	(5)
1,501	-	-	-	-	Revenue expenditure financed from capital under statute (transfer from the Capital Adjustment Account)	1,309	-	-	-	-
(415)	(32)	-	-	-	Capital expenditure financed from revenue balances (transfer to the Capital Adjustment Account)	(3,317)	(85)	-	-	-
(728)	(5,624)	3,250	260	1,597	Total Adjustments between Revenue and Capital Resources	(3,390)	(5,667)	3,174	623	1,692
Adjustments to Capital Resources					Adjustments to Capital Resources					
-	-	-	-	(61)	Use of the Capital Receipts Reserve to finance capital expenditure	-	-	-	-	(1,006)
-	-	(3,262)	-	-	Use of the Major Repairs Reserve to finance capital expenditure	-	-	(2,801)	-	-
-	-	-	(260)	-	Application of capital grants to finance capital expenditure	-	-	-	(623)	-
-	-	-	-	5	Cash payments in relation to deferred capital receipts	-	-	-	-	6
-	-	(3,262)	(260)	(56)	Total Adjustments to Capital Resources	-	-	(2,801)	(623)	(1,000)
5,667	2,418	(12)	-	1,541	Total Adjustments	(1,420)	129	373	-	692

7 Transfers to/from General Fund and HRA Balances

This note sets out the amounts set aside from the General Fund and HRA balances including earmarked reserves which are used to provide financing for future expenditure plans and the amounts posted back from earmarked reserves to meet General Fund and HRA expenditure.

	Balance at 1 April 2016 £000	Transfers Out 2016/17 £000	Transfers In 2016/17 £000	Balance at 31 March 2017 £000	Transfers Out 2017/18 £000	Transfers In 2017/18 £000	Balance at 31 March 2018 £000
General Fund:							
Revenue Commitments Reserve	11,512	(10,791)	12,980	13,701	(13,480)	11,386	11,607
Capital Commitments Reserve	1,584	(1,584)	2,914	2,914	(2,914)	4,591	4,591
Forecast Risk Fund	-	-	-	-	-	1,888	1,888
Asset Refurbishment/Replacement Reserve	135	-	-	135	-	-	135
Beach Recharge Reserve	-	-	150	150	-	1,350	1,500
Benefit Reserve	1,100	-	-	1,100	-	-	1,100
Building for the Future Reserve	4,117	(227)	801	4,691	(4,635)	-	56
Business Rate Resilience Reserve	2,022	(414)	-	1,608	-	-	1,608
Careline System Replacement Reserve	37	-	-	37	-	-	37
Commuted Sums Reserve	175	(39)	-	136	(39)	-	97
Crematorium Reserve	154	-	-	154	-	-	154
Election Reserve	-	-	30	30	-	30	60
Haven Gateway Partnership Reserve	75	-	-	75	-	-	75
Leisure Capital Projects Reserve	-	-	-	-	-	50	50
Planning Inquiries and Enforcement Reserve	319	(20)	-	299	(20)	-	279
Project Investment Reserve	19	(19)	-	-	-	-	-
Public Convenience Reserve	140	-	-	140	(140)	-	-
Residents Free Parking Reserve	221	-	-	221	-	-	221
Specific Revenue Grants Reserve - Homelessness	336	(85)	-	251	(85)	-	166
Total General Fund Earmarked Reserves	21,946	(13,179)	16,875	25,642	(21,313)	19,295	23,624
General Fund Balance	4,000	-	-	4,000	-	-	4,000
Total General Fund	25,946	(13,179)	16,875	29,642	(21,313)	19,295	27,624

	Balance at 1 April 2016 £000	Transfers Out 2016/17 £000	Transfers In 2016/17 £000	Balance at 31 March 2017 £000	Transfers Out 2017/18 £000	Transfers In 2017/18 £000	Balance at 31 March 2018 £000
Housing Revenue Account:							
Housing Repairs Reserve	1,811	(3,942)	3,704	1,573	(4,356)	3,738	955
Housing Revenue Account Commitments Reserve	-	(1,403)	3,554	2,151	(2,151)	2,752	2,752
General Reserve	5,680	(1,403)	285	4,562	(138)	310	4,734
Total Housing Revenue Account	7,491	(6,748)	7,543	8,286	(6,645)	6,800	8,441

8 Usable Reserves

Movements in the Authority's usable reserves are shown in the Movement in Reserves Statement with additional detail provided in notes 6 and 7.

The following schedule lists the usable reserves together with their purpose:

a) **General Fund Balance**

Resources available to meet future running costs for non-Housing Revenue Account services.

b) **Capital Receipts**

Proceeds of non-current asset sales available to meet future capital investment.

c) **Capital Grants Unapplied**

Balance of capital grants recognised as income but not yet utilised for capital funding.

d) **Earmarked Reserves**

The Council's Earmarked Reserves provide funds for the following specific policy purposes:

i) **Revenue Commitments Reserve**

This is earmarked for revenue items of expenditure for which financial provision was made in the previous or current year.

ii) **Capital Commitments Reserve**

This is earmarked for capital items of expenditure for which financial provision was made in the previous or current year.

iii) **Forecast Risk Fund**

This reserve has been established to support planned annual budget deficits as part of the Long Term Financial Sustainability Plan.

iv) **Asset Refurbishment/Replacement Reserve**

To provide for the maintenance, enhancement and replacement of the Council's assets.

v) **Beach Recharge Reserve**

To fund future costs of recharging the beaches along the Clacton to Holland coastline.

vi) **Benefit Reserve**

To meet any potential costs arising from the obligation to pay benefits and to support future changes to the Welfare Regime.

vii) **Building for the Future Reserve**

To support the delivery of a balanced budget in future years.

- viii) **Business Rates Resilience Reserve**
To support the Council in reacting to potential future changes in Business Rate appeals and income.
- ix) **Careline System Replacement Reserve**
To finance future equipment/investment.
- x) **Commuted Sums Reserve**
Established from commuted sums paid to the Council to cover such items as maintenance costs of Open Spaces and CCTV.
- xi) **Crematorium Reserve**
To finance future replacement and improvement works to the crematorium plant and equipment at Weeley.
- xii) **Election Reserve**
To finance future costs associated with holding District Elections on a periodic basis.
- xiii) **Haven Gateway Partnership Reserve**
To support the costs associated with the Haven Gateway Partnership.
- xiv) **Leisure Capital Projects Reserve**
This reserve has been established to fund ongoing investment in Leisure Facilities.
- xv) **Planning Inquiries and Enforcement Reserve**
To meet associated costs relating to planning services.
- xvi) **Project Investment Reserve**
To provide for investment in major new projects. The balance on this reserve was fully utilised in 2016/17.
- xvii) **Public Convenience Reserve**
To provide resources to manage the condition and provision of public conveniences operated by the Council. The balance on this reserve was fully utilised in 2017/18.
- xviii) **Residents Free Parking Reserve**
To support the continuation of the residents' free parking initiative in the District.
- xix) **Specific Revenue Grants Reserve - Homelessness**
This reserve holds the grants received from the Government for which a restriction on their use has been placed by the Government.

e) **Housing Revenue Account**

i) **General Reserve**

Resources available to meet future running costs for council houses.

ii) **Major Repairs Reserve**

Resources available to meet capital investment in council housing.

iii) **Housing Repairs Reserve**

Resources available to meet the cost of on-going repairs to council houses.

iv) **Housing Revenue Account Commitments Reserve**

This is earmarked for items of expenditure for which financial provision was made in the previous or current year.

9 **Unusable Reserves**

2016/17		2017/18
£000		£000
26,972	Revaluation Reserve	32,385
133,618	Capital Adjustment Account	133,849
(56,906)	Pensions Reserve	(48,294)
341	Deferred Capital Receipts Reserve	335
396	Collection Fund Adjustment Account	1,098
(134)	Accumulated Absences Account	(134)
2	Other	-
<u>104,289</u>		<u>119,239</u>

a) **Revaluation Reserve**

The Revaluation Reserve contains the gains made by the Authority arising from increases in the value of its Property, Plant and Equipment. 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.

2016/17		2017/18	
£000		£000	£000
28,494	Balance at 1 April		26,972
10,135	Upward revaluation of assets	6,889	
(10,578)	Downward revaluation of assets and impairment losses not charged to the Surplus/Deficit on the Provision of Services	(517)	
(443)	Surplus or deficit on revaluation of non-current assets not posted to the Surplus or Deficit on the Provision of Services		6,372
(732)	Difference between fair value depreciation and historical cost depreciation	(778)	
(347)	Accumulated gains on assets sold or scrapped	(181)	
(1,079)	Amount written off to the Capital Adjustment Account		(959)
26,972	Balance at 31 March		32,385

b) **Capital Adjustment Account**

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

The Account 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.

Page 49 note 6 provides details of the source of all the transactions posted to the Account, apart from those involving the Revaluation Reserve.

2016/17		2017/18	
£000		£000	£000
141,435	Balance at 1 April		133,618
	Reversal of items relating to capital expenditure debited or credited to the Comprehensive Income and Expenditure Statement:		
	Charges for depreciation, revaluation and impairment of non-current assets	(13,468)	(8,349)
	Movement in Investment Property Values	-	(144)
	Amortisation of Intangible Assets	(202)	(234)
	Revenue expenditure funded from capital under statute	(1,501)	(1,309)
	Amounts of non-current assets written off on disposal or sale as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	(1,415)	(1,645)
		<u>(16,586)</u>	<u>(11,681)</u>
1,079	Adjusting amounts written out of the Revaluation Reserve		959
<u>(15,507)</u>	Net written out amount of the cost of non-current assets consumed in the year		<u>(10,722)</u>
	Capital financing applied in the year:		
61	Use of the Capital Receipts Reserve to finance new capital expenditure		1,006
3,262	Use of the Major Repairs Reserve to finance new capital expenditure		2,801
1,699	Application of grants to capital financing		1,834
2,221	Statutory provision for the financing of capital investment charged against the General Fund and HRA Balances		1,910
447	Capital expenditure charged against General Fund or HRA		3,402
<u>7,690</u>	Total amount of capital financing applied in the year		<u>10,953</u>
<u>133,618</u>	Balance at 31 March		<u>133,849</u>

c) **Pensions Reserve**

The Pensions Reserve absorbs the timing differences arising from the different arrangements for accounting for post-employment benefits and for funding benefits in accordance with statutory provisions. The Authority accounts for post-employment benefits in the Comprehensive Income and Expenditure Statement as the benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions and investment returns on any resources set aside to meet the costs. However, statutory arrangements require benefits earned to be financed as the Authority makes employer's contributions to pension funds or eventually pays any pensions for which it is directly responsible. The debit balance on the Pensions Reserve therefore shows a substantial shortfall in the benefits earned by past and current employees and the resources the Authority 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.

2016/17		2017/18
£000		£000 £000
(52,025)	Balance at 1 April	(56,906)
(3,636)	Remeasurements of the net defined benefit liability (asset)	8,353
	Reversal of items relating to retirement benefits debited or credited to the Comprehensive Income and Expenditure Statement	
(4,405)		(5,516)
	Employer's pensions contributions and direct payments to pensioners payable in the year	
3,160		5,775
	Total adjustments to revenue resources	<u>259</u>
<u>(56,906)</u>	Balance at 31 March	<u>(48,294)</u>

d) **Deferred Capital Receipts Reserve**

The Deferred Capital Receipts Reserve holds the gains recognised on the disposal of non-current assets but for which cash settlement has yet to take place. Under statutory arrangements, the Authority does not treat these gains as usable for financing new capital expenditure until they are backed by cash receipts. When the deferred cash settlement eventually takes place, amounts are transferred to the Capital Receipts Reserve.

2016/17		2017/18
£000		£000
292	Balance at 1 April	341
	Transfer of deferred sale proceeds credited as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	-
54		
(5)	Transfer to the Capital Receipts Reserve upon receipt of cash	(6)
<u>341</u>	Balance at 31 March	<u>335</u>

e) **Collection Fund Adjustment Account**

The Collection Fund Adjustment Account manages the differences arising from the recognition of council tax and business rates income in the Comprehensive Income and Expenditure Statement as it falls due compared with the statutory arrangements for paying amounts across to the General Fund from the Collection Fund.

	Council Tax £000	Business Rates £000	Total £000
Balance at 1 April 2016	471	(553)	(82)
Amount by which income credited to the Comprehensive Income and Expenditure Statement is different from income calculated for the year in accordance with statutory requirements	(86)	564	478
Balance at 31 March 2017	385	11	396
Balance at 1 April 2017	385	11	396
Amount by which income credited to the Comprehensive Income and Expenditure Statement is different from income calculated for the year in accordance with statutory requirements	(43)	745	702
Balance at 31 March 2018	342	756	1,098

f) **Accumulated Absences Account**

There has been no net movement on the Accumulated Absences Account during the year.

10 Other Operating Expenditure

2016/17 £000		2017/18 £000
1,439	Parish Council Precepts	1,600
355	Payments to the Government Housing Capital Receipts Pool	308
(595)	(Gains)/losses on the disposal of non-current assets	(359)
1,199	Total	1,549

11 Financing and Investment Income and Expenditure

2016/17 £000		2017/18 £000
1,606	Interest payable and similar charges	1,550
1,766	Net interest on the defined benefit liability (asset)	1,459
(310)	Interest receivable and similar income	(295)
-	Movement in Investment Property Values	144
-	Rental Income from Investment Property	(173)
3,062	Total	2,685

12 Taxation and Non-Specific Grant Income and Expenditure

2016/17		2017/18
£000		£000
8,600	Council tax income	9,154
10,824	Retained Business Rates Income	10,716
(5,661)	Business Rates Tariff and Levy	(5,723)
6,687	Non-Ringfenced Government Grants	5,609
260	Capital Grants and Contributions	623
<u>20,710</u>	Total	<u>20,379</u>

Further details for the Non-Ringfenced and Capital Grants disclosed above are provided on page 80 note 26.

13 Property, Plant and Equipment

a) Movement on Balances

Movements in 2017/18	Council Dwellings	Other Land and Buildings	Vehicles Plant, Furniture and Equipment	Infra-structure	Comm-unity Assets	Surplus Assets	Assets Under Construc-tion	Total Property, Plant and Equip-ment
	£000	£000	£000	£000	£000	£000	£000	£000
Cost or valuation								
At 1 April 2017	128,468	45,746	5,298	50,148	512	30	287	230,489
Additions	3,010	55	556	247	-	-	593	4,461
Accumulated depreciation and impairment written off to Gross Carrying Amount	(4,003)	(964)	-	-	-	-	-	(4,967)
Revaluation increases/(decreases) recognised in the Revaluation Reserve	3,552	2,816	-	-	-	5	-	6,373
Revaluation increases/(decreases) recognised in the Surplus/Deficit on the Provision of Services	(2,876)	931	-	-	-	-	-	(1,945)
Derecognition - Disposals	(1,454)	(196)	(167)	-	-	-	(16)	(1,833)
Assets reclassified (to)/from Assets Under Construction	134	-	-	-	-	-	(134)	-
At 31 March 2018	126,831	48,388	5,687	50,395	512	35	730	232,578

Movements in 2017/18

	Council Dwellings	Other Land and Buildings	Vehicles Plant, Furniture and Equipment	Infra-structure	Comm-unity Assets	Surplus Assets	Assets Under Construc-tion	Total Property, Plant and Equip-ment
	£000	£000	£000	£000	£000	£000	£000	£000
Depreciation and impairments								
At 1 April 2017	(2,890)	(2,370)	(3,703)	(11,487)	(32)	-	-	(20,482)
Depreciation Charge for 2017/18	(2,718)	(1,334)	(381)	(1,956)	-	-	-	(6,389)
Accumulated depreciation written off to Gross Carrying Amount	3,977	964	-	-	-	-	-	4,941
Accumulated impairment written off to Gross Carrying Amount	26	-	-	-	-	-	-	26
Derecognition - Disposals	19	2	167	-	-	-	-	188
At 31 March 2018	(1,586)	(2,738)	(3,917)	(13,443)	(32)	-	-	(21,716)
Net Book Value								
at 31 March 2018	125,245	45,650	1,770	36,952	480	35	730	210,862
at 1 April 2017	125,578	43,376	1,595	38,661	480	30	287	210,007

Comparative Movements in 2016/17

	Council Dwellings	Other Land and Buildings	Vehicles Plant, Furniture and Equipment	Infra-structure	Comm-unity Assets	Surplus Assets	Assets Under Construc-tion	Total Property, Plant and Equip-ment
	£000	£000	£000	£000	£000	£000	£000	£000
Cost or valuation								
At 1 April 2016	131,891	50,013	5,558	50,256	498	-	781	238,997
Additions	3,200	20	372	129	17	-	358	4,096
Accumulated depreciation and impairment written off to Gross Carrying Amount	(2,893)	(452)	-	-	-	-	-	(3,345)
Revaluation increases/(decreases) recognised in the Revaluation Reserve	2,201	(2,659)	-	-	-	30	-	(428)
Revaluation increases/(decreases) recognised in the Surplus/Deficit on the Provision of Services	(4,935)	(1,773)	-	-	-	-	-	(6,708)
Derecognition - Disposals	(996)	(222)	(632)	(237)	(3)	-	-	(2,090)
Assets reclassified (to)/from Held for Sale	-	(33)	-	-	-	-	-	(33)
Assets reclassified (to)/from Assets Under Construction	-	852	-	-	-	-	(852)	-
At 31 March 2017	128,468	45,746	5,298	50,148	512	30	287	230,489

Comparative Movements in 2016/17

	Council Dwellings	Other Land and Buildings	Vehicles Plant, Furniture and Equipment	Infra-structure	Comm-unity Assets	Surplus Assets	Assets Under Construc-tion	Total Property, Plant and Equip-ment
	£000	£000	£000	£000	£000	£000	£000	£000
Depreciation and impairments								
At 1 April 2016	(2,946)	(1,503)	(4,003)	(9,490)	(32)	-	-	(17,974)
Depreciation Charge for 2016/17	(2,823)	(1,322)	(329)	(2,044)	-	-	-	(6,518)
Accumulated depreciation written off to Gross Carrying Amount	2,893	452	-	-	-	-	-	3,345
Accumulated impairment written off to Gross Carrying Amount								-
Impairment losses/(reversals) recognised in the Revaluation Reserve	(15)	-	-	-	-	-	-	(15)
Impairment losses/(reversals) recognised in the Surplus/Deficit on the Provision of Services	(11)	-	-	-	-	-	-	(11)
Derecognition - Disposals	12	3	629	47	-	-	-	691
At 31 March 2017	(2,890)	(2,370)	(3,703)	(11,487)	(32)	-	-	(20,482)
Net Book Value								
at 31 March 2017	125,578	43,376	1,595	38,661	480	30	287	210,007
at 1 April 2016	128,945	48,510	1,555	40,766	466	-	781	221,023

b) Depreciation

An annual charge for depreciation is required to be made on all non-current assets with the exception of non-depreciable land and assets held for sale. There is also a requirement to undertake an annual test for 'impairment' which is caused by either a consumption of economic benefits or a general fall in prices.

In accordance with these requirements, depreciation has been provided in 2017/18 on a straight-line basis over the expected life of the Council's non-current assets after allowing for residual values, based on information provided by the Council's valuer.

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

- Council Dwellings – 30 years.
- Other Buildings – Up to a maximum of 70 years, depending on the asset, its location and type of construction, as set out in table below:

Life	Asset Categories
13-70 years	Public conveniences
58 years	Princes Theatre, Crematorium buildings
48-50 years	Council offices, Chapels, cemetery buildings, historic buildings, public halls, Frinton and Walton pool
33-38 years	Clacton leisure centre, squash courts, Dovercourt pool, Cliff Park building Harwich
30 years	Jaywick starter units, Beach office, Milton Road car park building, former cash offices, print unit, first aid station, Walton information bureau, kiosks, miscellaneous buildings, sea cadet station, shops and kiosks, museums
20-30 years	Sports pavilions, depots, beach changing facilities
20 years	Beach huts, High Street car park building, deck chair kiosks, garages
3-18 years	Seafront Shelters
10 years	Alexandra Road Garage
6 years	Brightlingsea Pool
3 years	Dovercourt all-weather pitch

- Land – this is not depreciated.
- Vehicles, Plant, Furniture and Equipment – 4 to 20 years.
- Infrastructure – 20 years.

c) Capital Commitments

At 31 March 2018, the Authority had entered into a number of contracts for the construction or enhancement of Property, Plant and Equipment in 2018/19 and future years budgeted to cost £0.979 million. Similar commitments as 31 March 2017 were £0.843 million. The major commitments over £25,000 as at 31 March 2018 or entered into before the publication of the accounts are:

➤ **General Fund**

	£000
IT Strategic Investment	42
Venetian Bridge	38
Bath House Meadow Play Area Walton	38
Cliff Stabilisation	30
	<hr/>
	148
	<hr/> <hr/>

➤ **Housing Revenue Account**

	£000
Various improvements and enhancements	755
Disabled adaptations	65
	<hr/>
	820
	<hr/> <hr/>

d) **Revaluations**

A desk top revaluation of its Housing Stock and most General Fund properties was undertaken as at 30 September 2017 by Ian Pitt, MRICS and Martin Wilson, MRICS of Bruton Knowles in accordance with the RICS Valuation Standards – Professional Standards 2015 as issued by the Royal Institution of Chartered Surveyors. A full revaluation of General Fund properties where there had been significant changes since 2016/17 was also undertaken as at 30 September 2017.

An estimate was also obtained from Martin Wilson of Bruton Knowles as to the change in value from 30 September 2017 to 31 March 2018 of all the Authority's non-current assets, the results of which are reflected in the value of the assets on the Balance Sheet. The Supplementary Financial Statement for the Housing Revenue Account sets out additional valuation details relating to the Council's housing stock.

14 Investment Properties

In August 2017 the Council purchased some Investment Property

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.

2016/17		2017/18
£000		£000
-	Rental Income from Investment Property	(173)
-	Direct operating expenses arising from Investment Property	-
		<hr/>
-	Net gain/loss	(173)
		<hr/> <hr/>

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

The movement in the fair value of investment property over the year is as follows:

2016/17 £000		2017/18 £000
-	Balance at start of year	-
-	Purchases	3,244
-	Net Gains/losses from fair value adjustments	(144)
-	Balance at end of the year	3,100

(a) **Fair Value hierarchy**

The investment property held is a commercial unit and is valued at Level 2 under accounting policy (v), with significant observable inputs.

The fair value has been based on the market approach using current market conditions and recent sales prices and other relevant information for similar assets in the local area.

Sufficient actively purchased and sold similar properties have been identified by the Council’s Valuer, Bruton Knowles, to arrive at the fair value using this approach.

For further details to the Valuers used see Note 13 on Property, Plant and Equipment.

There have been no transfers between levels in the fair value hierarchy and there have been no changes in the valuation techniques used during the year.

(b) **Highest and best use of investment properties**

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

Gains or losses arising from changes in the fair value of investment property are recognised in the Surplus or deficit on the provision of services – financing and investment income and expenditure line.

15 Intangible Assets

The Authority accounts for its software as intangible assets, to the extent that the software is not an integral part of a particular IT system and accounted for as part of the hardware item of Property, Plant and Equipment. The Council's intangible assets are software licences which are capitalised at cost and are amortised on a straight line basis to revenue over a four year period, commencing the year after purchase.

2016/17 £000		2017/18 £000
	Balance at start of year:	
1,922	Gross carrying amounts	1,839
(1,368)	Accumulated amortisation	(1,376)
554	Net carrying amount at start of year:	463
	Additions:	
111	Purchases	28
(202)	Amortisation for the period	(234)
	Write out for software no longer used:	
(194)	Gross carrying amounts	-
194	Accumulated amortisation	-
463	Net carrying amount at end of year	257
	Comprising:	
1,839	Gross carrying amounts	1,867
(1,376)	Accumulated amortisation	(1,610)
463	Net carrying amount at end of year	257

16 Financial Instruments

a) Categories of Financial Instruments

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

Long Term 31 March 2017 £000	Current 31 March 2017 £000		Long Term 31 March 2018 £000	Current 31 March 2018 £000
		Investments		
-	45,056	Loans and receivables	-	46,086
-	4,011	Available-for-sale financial assets	-	5,971
-	49,067	Total Investments	-	52,057
		Debtors		
303	-	Loans and receivables	310	-
173	2,439	Financial assets carried at contract amounts	175	2,788
476	2,439	Total Debtors	485	2,788
		Borrowings		
43,898	2,314	Financial liabilities at amortised cost	42,076	2,156
43,898	2,314	Total Borrowings	42,076	2,156
		Creditors		
1,150	3,307	Financial liabilities at amortised cost	1,169	3,689
1,150	3,307	Total Creditors	1,169	3,689

The Council's balance of Investments - Loans and receivables consisted of deposits with UK banks, Building Societies, central government's Debt Management office and other Local Authorities.

The Available-for-sale financial assets consisted of certificates of deposit with a range of banks held at 31 March 2018.

All Borrowings - Financial liabilities at amortised cost were from the Public Works Loan Board.

b) Reclassifications

No Financial Assets or Liabilities have been reclassified.

c) **Income, Expense, Gains and Losses**

2016/17					2017/18					
Financial Liabilities measured at amortised cost	Financial Assets - Loans and Receivables	Financial Assets - Available for Sale	Assets and Liabilities at Fair Value through Profit and Loss	Total		Financial Liabilities measured at amortised cost	Financial Assets - Loans and Receivables	Financial Assets - Available for Sale	Assets and Liabilities at Fair Value through Profit and Loss	Total
£000	£000	£000	£000	£000		£000	£000	£000	£000	£000
1,598	-	-	-	1,598	Interest expense	1,540	-	-	-	1,540
-	-	3	-	3	Fee expense	-	-	4	-	4
1,598	-	3	-	1,601	Total expense in Surplus or Deficit on the Provision of Services	1,540	-	4	-	1,544
-	(261)	(49)	-	(310)	Interest income	-	(259)	(36)	-	(295)
-	(261)	(49)	-	(310)	Total income in Surplus or Deficit on the Provision of Services	-	(259)	(36)	-	(295)
-	-	-	-	-	Gains on Revaluation	-	-	-	-	-
-	-	-	-	-	Surplus/deficit arising on revaluation of financial assets in Other Comprehensive Income and Expenditure	-	-	-	-	-
1,598	(261)	(46)	-	1,291	Net (gain)/loss for the year	1,540	(259)	(32)	-	1,249

d) **Fair Values of Assets and Liabilities**

All of the financial liabilities and financial assets are carried in the Balance Sheet at amortised cost. Their fair value can be assessed by calculating the present value of the cash flows that take place over the remaining life of the instruments (Level 2 under accounting policy (v) in both 2016/17 and 2017/18), using the following assumptions:

- For loans from the Public Works Loans Board (PWLB) payable, premature redemption rates from the PWLB have been applied to provide the fair value under PWLB debt redemption procedures;
- For Available-for-sale financial assets, the fair value at 31 March 2018 has been assessed by the brokers who provide the custody service for these instruments, based on market prices for comparable assets and it closely approximates to the amortised cost;
- Where an instrument will mature in the next 12 months, the carrying amount is assumed to approximate to fair value
- The fair value of trade and other receivables and payables is taken to be the invoiced or billed amount.

The fair values calculated are as follows:

31 March 2017			31 March 2018		
Carrying Amount	Fair Value		Carrying Amount	Fair Value	
£000	£000		£000	£000	
46,212	62,566	Financial Liabilities	44,232	59,031	
1,150	1,150	Long term Creditors	1,169	1,169	

The fair value of PWLB loans of £59.031 million measures the economic effect of the terms agreed with the PWLB compared with estimates of the terms that would be offered for market transactions undertaken at the Balance Sheet date. The difference between the carrying amount and the fair value measures the additional interest that the authority will pay over the remaining terms of the loans under the agreements with the PWLB, against what would be paid if the loans were at prevailing market rates.

31 March 2017			31 March 2018		
Carrying Amount	Fair Value		Carrying Amount	Fair Value	
£000	£000		£000	£000	
45,056	45,056	Loans and receivables	46,086	46,086	
4,011	4,011	Available for Sale financial assets	5,971	5,971	
303	303	Long term Debtors	310	310	

The carrying value of Available-for-sale financial assets of £5.971 closely approximates to the fair value, based on what the market would currently pay for these instruments. They all mature during 2018/19 and the Council intends holding them all to maturity.

Loans and receivables are held at amortised cost and all mature during 2018/19, so carrying value is assumed to be materially the same as fair value.

Short term debtors and creditors are carried at cost as this is a fair approximation of their value.

17 Nature and Extent of Risks arising from Financial Instruments

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

- Credit Risk – the possibility that other parties might fail to pay amounts due to the Authority.
- Liquidity Risk – the possibility that the Authority might not have funds available to meet its commitment to make payments.
- Market Risk – the possibility that financial loss might arise for the Authority as a result of changes in such measures as interest rates and stock market movements.

The Authority's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the resources available to fund services. Risk management is carried out by the treasury team in Corporate Services, under policies approved by the Council in the Annual Treasury Strategy which includes annual investment and borrowing strategies. The Council provides written principles for overall risk management, as well as written policies covering specific areas, such as interest rate risk, credit risks and the investment of surplus cash.

➤ Overall Procedures for Managing Risk

The Council's approach to managing these risks is focused on the inherent unpredictable nature of the financial markets. Procedures are in place to minimise these risks. The procedures in respect of investments are in accordance with the Local Government Act 2003, and associated regulations, which require the Council to comply with the CIPFA Prudential Code and the CIPFA Code of Practice for Treasury Management in Public Services as well as the Investment Guidance issued in accordance with the Act.

The Council meets these obligations by:

- i) Formally adopting and complying with the revised CIPFA Code of Practice.
- ii) Approving in advance the Prudential Indicators for the next financial year and for the following two years. The indicators set, amongst others, are:

- ❖ The Council's overall borrowing limit.
 - ❖ The maximum and minimum exposures to the maturity structure of the Council's debt.
 - ❖ The maximum sum that will be invested for periods in excess of 364 days.
 - ❖ The minimum and maximum exposure to fixed and variable rates of interest.
- iii) Approving an Annual Treasury Strategy which incorporates an investment strategy and a borrowing strategy.

The Council approves the Annual Treasury Strategy at the start of the financial year to which it relates. The Annual Treasury Strategy also sets out the Prudential Indicators for that year and the succeeding two years.

The Corporate Director – Corporate Services has delegated responsibility for Treasury Management and implementation of the agreed Treasury Management Strategy. Treasury Officers maintain written principles known as Treasury Management Practices (TMPs) covering the management of risks associated with investments. The TMPs are reviewed on a regular basis and any changes to the principles are approved by Cabinet.

The Council employs specialist Treasury Advisors to assist officers.

The Cabinet receives a report each year on the Treasury Management activities for the previous financial year.

a) **Credit Risk**

Credit risk arises from deposits with banks and other financial institutions and from credit advanced to the Council's customers. The Balance Sheet figures for financial assets are not representative of the normal level of exposure at any particular time. Positive cash flows in the early part of each financial year can lead to a considerably higher level of total investments. The maximum exposure during 2017/18 was £73.878 million.

The TMPs set out the criteria for deciding which organisations, such as Banks, Building Societies etc. the Council will invest money with. An organisation with whom an investment is made is known as a counterparty. All counterparties the Council uses, other than HM Government, UK Nationalised/Part Nationalised Banks, other UK Local Authorities, Parish Councils, Police and Fire Authorities and Health Authorities, are determined by reference to their credit ratings.

The Council uses the credit ratings provided by the 3 main credit rating agencies. For a counterparty to be approved for investment purposes its credit ratings from all of the Agencies that provide a credit rating (with a minimum of two rating agencies ratings) for that counterparty must be at least equal to the Council's minimum level. If just one of the ratings from any of the agencies falls below the Council's minimum criteria the counterparty is not approved. In addition to the credit ratings a limit is placed on the amount that can be invested with any one counterparty. A number of counterparties, although operating independently, are members of a larger group. This is the current position with a number of Banks. In addition to an individual counterparty limit there is a group limit, and any investment must therefore be within both the individual and group limits if applicable. A limit is also applied to the amount of investment that can be placed in individual countries other than the UK.

The following analysis summarises the Council's potential maximum exposure to credit risk. The Council has had no experience of default by any counterparty over the last five financial years and does not expect any losses from non-performance.

The only default experienced by local authorities over recent years was that relating to the Icelandic Banks' in October 2008. As at 1 April 2008 the Council had 3 Icelandic banks on its list of approved counterparties, representing 3.09% of the total. This percentage has therefore been used as a proxy for the historical experience of default, although the Council was unaffected by the Icelandic Banks' default. Continuing credit issues in international markets has raised the overall possibility of default. However, as the Council maintains strict credit criteria for investment counterparties, this historical default rate has been used as a good indicator under current conditions.

	Amount at 31 March 2018	Historical experience of default	Historical experience adjusted for market conditions at 31 March 2018	Estimated maximum exposure to default and uncollect- ability at 31 March 2018	Estimated maximum exposure at 31 March 2017
	£000	%	%	£000	£000
Banks	9,467	3.09	3.09	293	430
Local Authorities	46,086			-	-
	<u>55,553</u>			<u>293</u>	<u>430</u>

No credit limits were exceeded during the reporting period and the Authority does not expect any losses from non-performance by any of its counterparties in relation to deposits.

The Authority allows credit for some customers where payment in advance of service provision is not practicable. £0.510 million of the £1.107 million sundry debtor balance is past its due date for payment. The past due, but not impaired, amount can be analysed by age as follows:

2016/17		2017/18
£000		£000
324	Less than three months	114
70	Three to six months	18
34	Six months to one year	77
194	More than one year	301
<u>622</u>		<u>510</u>

b) **Liquidity Risk**

The Council manages its liquidity position through its cash flow management procedures that seek to ensure that cash is available as needed. If unexpected movements happen, the Authority has ready access to borrowings from the money markets and the Public Works Loans Board or can call back financial assets, such as monies on deposit with financial institutions. There is no significant risk that the Council will be unable to raise finance to meet its commitments under financial instruments.

Instead, the risk is that the Authority will be bound to replenish a significant proportion of its borrowings at a time of unfavourable interest rates. The key parameters used to address this risk are the maturity structure of its debt and the limits placed on investments of more than one year in duration. Within the above parameters, the Council addresses the operating risks by:

- ❖ Monitoring the maturity profile of financial liabilities and amending the profile through either new borrowing or the rescheduling of existing debt.
- ❖ Monitoring the maturity profile of investments to maintain sufficient liquidity for the Council's day to day cash flow needs.
- ❖ Spreading longer term investments to provide stability of maturities and returns in relation to longer term cash flow needs.

The maturity analysis of financial liabilities in respect of the principal amount of PWLB debt, and temporary borrowing at 31 March was as follows:

2016/17		2017/18
£000		£000
2,314	Less than one year (includes interest)	2,156
1,822	Between one and two years	1,764
5,155	Between two and five years	5,613
11,110	Between five and ten years	9,978
5,449	Between ten and fifteen years	5,067
20,362	More than fifteen years	19,654
<u>46,212</u>		<u>44,232</u>

All trade and other payables are due to be paid in less than one year.

c) **Market Risk**

➤ **Interest Rate Risk**

At 31 March 2018 the Council's borrowing for more than one year was all at fixed rates of interest. The Authority is exposed to risk in terms of its exposure to interest rate movements on its future borrowings and investments. Movements in interest rates have a complex impact on the authority. For instance, a rise in interest rates would have the following effects:

- ❖ Borrowings at variable rates – the interest expense charged to the Surplus or Deficit on the Provision of Services will rise.
- ❖ Borrowings at fixed rates – the fair value of the liabilities borrowings will fall.
- ❖ Investments at variable rates – the interest income credited to the Surplus or Deficit on the Provision of Services will rise.
- ❖ Investments at fixed rates – the fair value of the assets will fall.

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

The Council has a number of strategies for managing interest rate risk. There is a lot of flexibility over the timing of new long term borrowing at fixed rates, and short term investments of surplus funds are spread over a range of periods to limit exposure to adverse movements in rates and to take advantage of favourable market conditions. The Annual Treasury Strategy draws together the Council's Prudential Indicators and its expected treasury operations, including an expectation of interest rate movements. One of the Prudential Indicators sets maximum and minimum limits for fixed and variable interest rate exposure. The treasury team monitor the market and forecasts of interest rates within the year to adjust exposures appropriately.

At 31 March 2018, if interest rates had been 1% higher with all other variables held constant, the financial effect would have been:

	£000
Increase in interest payable on variable rate borrowings	449
Increase in interest receivable on variable rate investments	(635)
	<hr/>
Impact on Surplus or Deficit on the Provision of Services	(186)
	<hr/>
Share of overall impact relating to the HRA	324
	<hr/>
Decrease in fair value of fixed rate investment assets	-
	<hr/>
Impact on Other Comprehensive Income and Expenditure	-
	<hr/>

A decrease in fair value of the fixed rate PWLB borrowing liabilities will have no impact on the Surplus or Deficit on the Provision of Services or Other Comprehensive Income and Expenditure.

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

➤ **Price Risk**

The Authority does not invest in equity shares. It therefore has no exposure to loss arising from movements in the stock market.

➤ **Foreign Exchange Risk**

The Authority has no financial assets or liabilities denominated in foreign currencies, and therefore it has no exposure to loss arising from movements in exchange rates.

18 Debtors

a) Debtors due to be paid within one year

2016/17		2017/18
£000		£000
3,475	Central government bodies	2,770
726	Other local authorities	662
31	NHS Bodies	155
4,932	Other entities and individuals	5,157
<hr/>		<hr/>
9,164	Total gross debtors	8,744
 (2,666)	Less provision for doubtful debts	 (2,722)
<hr/>		<hr/>
6,498	Total net debtors	6,022
<hr/>		<hr/>

b) **Debtors due to be paid after more than one year**

2016/17		2017/18
£000		£000
10	Sale of council houses (mortgages)	9
12	Car loans	23
125	Debts subject to charging orders	128
34	Rents to Mortgage Scheme	34
248	Finance Leases	244
47	Other outstanding loans	47
<u>476</u>	Total long term debtors	<u>485</u>

19 Cash and Cash Equivalents

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

2016/17		2017/18
£000		£000
	Current Assets:	
3,905	Cash held by the Authority	3,506
1,622	Bank current accounts	1,306
<u>5,527</u>		<u>4,812</u>

20 Creditors

2016/17		2017/18
£000		£000
	Creditors due within one year:	
2,615	Central government bodies	4,544
3,229	Other local authorities	2,847
3,773	Other entities and individuals	4,224
<u>9,617</u>	Total Creditors	<u>11,615</u>
	Creditors due after more than one year:	
1,150	Section 106 contributions	1,169

Creditors due to Central Government bodies within one year have increased by £1.929 million at the end of 2017/18 compared to 2016/17. This is mainly due to an increase of £0.983 million relating to Business Rates.

21 Provisions

2016/17		2017/18		
		Business Rates	Other Provisions	Total
	£000	£000	£000	£000
	1,328	977	51	1,028
	(262)	163	-	163
	(38)	-	-	-
	1,028	1,140	51	1,191
	Balance at 1 April			
	Net movement for business rate appeals in year			
	Net movement on other provisions			
	Balance at 31 March			

22 Cash Flow Statement – Operating Activities

The cash flows for operating activities include the following items:

2016/17		2017/18
	£000	£000
	232	431
	(1,622)	(1,559)
	Interest received	
	Interest paid	

23 Cash Flow Statement – Investing Activities

2016/17		2017/18
	£000	£000
	(3,944)	(7,677)
	(268,645)	(261,450)
	(19)	-
	2,041	2,055
	261,250	258,495
	4,763	1,589
	(4,554)	(6,988)
	Net cash flows from investing activities	

24 Cash Flow Statement – Financing Activities

2016/17		2017/18
	£000	£000
	(2,248)	(1,971)
	346	491
	(1,902)	(1,480)
	Net cash flows from financing activities	

25 Expenditure and Income Analysed by Nature

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

2016/17		2017/18
£000		£000
	Expenditure	
15,520	Employee Expenses	17,470
87,667	Other Services Expenses	86,027
13,398	Depreciation, Amortisation, Impairment	8,571
-	Movement in Investment Property Values	144
1,606	Interest Payments	1,550
1,766	Pension Interest and Return on Pension Assets	1,459
1,439	Precepts and Levies	1,600
355	Payments to Housing Capital Receipts Pool	308
1,010	Loss on the Disposal of Non-Current Assets	1,479
<hr/>		<hr/>
122,761	Total Expenditure	118,608
	Income	
(28,811)	Fees and Charges and Other Service Income	(29,478)
(1,605)	Gain on Disposal of Non-Current Assets	(1,839)
(310)	Interest and Investment Income	(468)
(8,600)	Income from Council Tax	(9,154)
(10,824)	Income from Business Rates	(10,716)
(69,017)	Government Grants and Contributions	(66,381)
<hr/>		<hr/>
(119,167)	Total Income	(118,036)
<hr/>		<hr/>
3,594	(Surplus) or Deficit on the Provision of Services	572
<hr/>		<hr/>

26 Grant Income

The Authority credited the following significant grants, contributions and donations to the Comprehensive Income and Expenditure Statement:

2016/17 £000		2017/18 £000
Credited to Taxation and Non-Specific Grant Income		
<i>Non-Ringfenced Grants:</i>		
2,564	Revenue Support Grant	1,650
2,147	New Homes Bonus Grant	1,752
707	Community Housing Fund	-
164	New Burdens Grant	244
1,045	Section 31 Business Rate Relief Grants	1,871
60	Other Grants	92
6,687		5,609
<i>Capital Grants and Contributions</i>		
<i>Government Funding</i>		
75	- Environment Agency	270
7	- DCLG Inspire Annexe III	-
1	- Individual electoral registration grant	-
1	- Growth point funding	-
17	- Homes and Communities Agency	99
-	Local Authority - Essex County Council	82
<i>Other Capital Contributions</i>		
159	- Section 106	172
260		623
Other Significant Grants Credited to Services		
61,917	Benefits	60,169
205	Collection Investment/Hardship Administration Grant	201
62	Crime Reduction/Community Safety Grants	48
1,433	Disabled Facilities Grant	1,151
-	Essex County Council - SME Growth Fund	60
822	Essex County Council - Technical Agreement Contribution	865
-	Homelessness Grants	354
-	North East Essex CCG - Locality Working Model	100
64,439		62,948

The Authority has received a number of grants, contributions and donations that have yet to be recognised as income as they have conditions attached that will require the monies or property to be repaid/returned if the conditions fail to be met. The balances at the year end are as follows:

2016/17 £000		2017/18 £000
Capital Grants Receipts in Advance		
Government Funding:		
5,001	The Environment Agency	4,731
164	Home and Communities Agency	244
137	Local Authority Funding	157
13	Other capital contributions	12
<u>5,315</u>		<u>5,144</u>

27 Related Parties

The Council is required to disclose material transactions with related parties (bodies or individuals that have the potential to control or influence the Council or to be controlled or influenced by the Council). Material related party transactions which are not disclosed elsewhere in the Statement of Accounts were as follows:

2016/17			2017/18	
Receipts £000	Payments £000		Receipts £000	Payments £000
2,045	320	Essex County Council	2,378	221
139	183	Other Essex local authorities	177	472
Transactions with organisations related by a declared interest of Council Members or Senior Officers:				
-	-	Association of Retained Council Housing	-	11
-	14	VineHR	-	-
3	9	Other	3	3
<u>2,187</u>	<u>526</u>	Total Related Party Transactions	<u>2,558</u>	<u>707</u>

28 Members' Allowances

The Authority paid £0.446 million to members of the Council during the year (£0.460 million in 2016/17). Full details are available on the Transparency page of the Council's website.

29 Officers' Remuneration

a) Analysis of "senior employees" remuneration

The remuneration paid to the Authority's senior employees is set out below:

Post Title	note	2016/17		Total remuneration excluding Pension Contributions	Employer's Contributions to Pension	Compensation for loss of office	Total Remuneration
		Salary, Fees and Allowances	Expense Allowances				
		£	£				
Chief Executive		125,524	-	125,524	18,452	-	143,976
Corporate Director - Corporate Services		87,314	-	87,314	12,835	-	100,149
Corporate Director - Public Experience	1	12,697	-	12,697	1,866	-	14,563
Corporate Director - Operational Services	2	84,367	-	84,367	12,402	-	96,769
Head of Planning		70,690	-	70,690	10,391	-	81,081
Head of Governance & Legal Services	2	58,991	-	58,991	8,672	-	67,663
Head of Finance, Revenues and Benefits	2	59,183	-	59,183	8,700	-	67,883

Notes

1. This was a part year payment up to 31 May 2016 as this post was deleted following restructure.
2. Job titles were changed during 2016/17 as part of a senior management restructure.

Post Title	note	2017/18		Total remuneration excluding Pension Contributions	Employer's Contributions to Pension	Compensation for loss of office	Total Remuneration
		Salary, Fees and Allowances	Expense Allowances				
		£	£				
Chief Executive		126,810	-	126,810	21,050	-	147,860
Corporate Director - Corporate Services		87,899	-	87,899	14,591	-	102,490
Corporate Director - Operational Services		85,341	-	85,341	14,166	-	99,507
Corporate Director - Planning & Regeneration Services	1	53,267	-	53,267	8,843	-	62,110
Head of Governance & Legal Services		60,500	-	60,500	10,043	-	70,543
Head of Planning	2	24,904	-	24,904	4,134	-	29,038
Head of Finance, Revenues and Benefits		60,500	-	60,500	10,043	-	70,543

Notes

1. This is a part year payment from appointment on 31 July 2017.
2. This is a part year payment to 31 July 2017 when the role changed following restructure.

b) **Analysis of ‘non-senior employees’**

The Authority’s other employees receiving more than £50,000 remuneration for the year (excluding pension contributions but including compensation for loss of office) are set out below:

2016/17 Number of Total	Remuneration Band	2017/18 Number of Total
6	£50,000 - £54,999	6
1	£55,000 - £59,999	-
-	£60,000 - £64,999	-
-	£65,000 - £69,999	-
-	£70,000 - £74,999	1
-	£75,000 - £79,999	-
-	£80,000 - £84,999	-
-	£85,000 - £89,999	-
-	£90,000 - £94,999	-

c) **Exit Packages**

The number of exit packages with total cost per band and total cost of the compulsory and other redundancies are set out in the tables below:

Exit package cost band (including special payments)	2016/17			Total cost of exit packages in each band £
	Number of compulsory redundancies	Number of other departures agreed	Total Number of exit packages by cost band	
£0 - £20,000	1	4	5	19,130
£20,001 - £40,000	-	1	1	24,894
£40,001 - £60,000	-	1	1	41,442
Total cost included in Comprehensive Income and Expenditure Statement				85,466

The compulsory redundancy related to a fixed term contract which had come to an end.

Exit package cost band (including special payments)	2017/18			Total cost of exit packages in each band £
	Number of compulsory redundancies	Number of other departures agreed	Total Number of exit packages by cost band	
£0 - £20,000	1	3	4	35,329
£20,001 - £40,000	-	2	2	48,656
Total cost included in Comprehensive Income and Expenditure Statement				83,985

The compulsory redundancy related to a fixed term contract which had come to an end.

The cost of exit packages includes redundancy costs in addition to financial strain amounts that are payable to the pension fund rather than to an individual directly.

30 Termination Benefits

The contracts of 6 employees ceased in 2017/18. This incurred total liabilities of £83,985 (£85,466 in 2016/17). Of this total, £83,985 was in the form of compensation for loss of office. Further details can be found in Note 29(c).

31 Defined Benefit Pension Schemes

a) Participation in Pension Schemes

As part of the terms and conditions of employment of its officers, the Authority 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 (LGPS) administered by Essex County Council – the current LGPS is a Career Average Revalued Earnings Scheme (CARE). The Authority and employees pay contributions into a fund, calculated at a level intended to balance the pensions liabilities with investment assets.

The scheme administered by Essex County Council is operated under the regulatory framework for the Local Government Pension Scheme and the governance of the scheme is the responsibility of the Essex Pension Strategy Board. Policy is determined in accordance with the Pensions Fund Regulations. The investment managers of the fund are appointed within this overall governance framework supported by Hymans Robertson acting as an external Independent Governance and Administration Advisor to the fund.

The principal risks to the authority of the scheme are the longevity assumptions, statutory changes to the scheme, structural changes to the scheme (i.e. large-scale withdrawals from the scheme), changes to inflation, bond yields and the performance of the equity investments held by the scheme. These are mitigated to a certain extent by the statutory requirements to charge to the General Fund and Housing Revenue Account the amounts required by statute as described in the separate section on accounting policies (see page 108).

b) Transactions Relating to Post-Employment Benefits

The Authority recognises the cost of retirement benefits in the reported cost of services when they are earned by employees, rather than when the benefits are eventually paid as pensions. However, the charge required to be made 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 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:

2016/17 Local Government Pension Scheme £000		2017/18 Local Government Pension Scheme £000
	Comprehensive Income and Expenditure Statement	
	Cost of Services	
	<i>Service cost comprising:</i>	
2,596	Current service cost	4,016
1	Past service costs including curtailments	-
42	Administration Expenses	41
	<i>Financing and Investment Income and Expenditure</i>	
1,766	Net interest expense	1,459
<hr/> 4,405 <hr/>	Total Post Employment Benefit Charged to the Surplus or Deficit on the Provision of Services	<hr/> 5,516 <hr/>
	Other Post Employment Benefit Charged to the Comprehensive Income and Expenditure Statement	
	<i>Remeasurement of the net defined benefit liability comprising:</i>	
(15,762)	Return on plan assets (excluding the amount included in the net interest expense)	(5,340)
(3,961)	Actuarial gains and losses arising on changes in demographic assumptions	-
26,928	Actuarial gains and losses arising on changes in financial assumptions	(3,013)
(3,569)	Other	-
<hr/> 8,041 <hr/>	Total Post Employment Benefit Charged to the Comprehensive Income and Expenditure Statement	<hr/> (2,837) <hr/>
	Movement in Reserves Statement	
(4,405)	Reversal of net charges made to the Surplus or Deficit for the Provision of Services for post employment benefits in accordance with the Code	(5,516)
	Actual amount charged against the General Fund Balance for pensions in the year:	
<hr/> 3,160 <hr/>	Employer's contributions payable to scheme	<hr/> 5,775 <hr/>

c) **Pensions Assets and Liabilities Recognised in the Balance Sheet**

The amount included in the Balance Sheet arising from the authority's obligation in respect of its defined benefit plans is as follows:

2016/17		2017/18
Local		Local
Government		Government
Pension		Pension
Scheme		Scheme
£000		£000
173,640	Present value of the defined benefit obligation	174,396
(116,734)	Fair Value of plan assets	(126,102)
<u>56,906</u>	Net liability arising from defined benefits obligation	<u>48,294</u>

d) **Reconciliation of the Movements in the Fair Value of Scheme (Plan)**

2016/17		2017/18
Local		Local
Government		Government
Pension		Pension
Scheme		Scheme
£000		£000
98,936	Opening fair value of scheme assets	116,734
3,436	Interest income	3,164
	<i>Remeasurement gain/(loss):</i>	
	The return of plan assets, excluding the amount included in the net	
15,762	interest expense	5,340
185	Other	-
3,160	Contributions from employers	5,775
648	Contributions from employees into the scheme	688
(5,351)	Benefits paid	(5,558)
(42)	Other	(41)
<u>116,734</u>	Closing fair value of scheme assets	<u>126,102</u>

The employer contributions include financial strain payments relating to liabilities associated with early retirements that arose during the year.

e) **Reconciliation of Present Value of the Scheme Liabilities (Defined Benefit Obligation)**

2016/17			2017/18	
Local Government Pension Scheme			Local Government Pension Scheme	
£000			£000	
150,961	Opening Balance at 1 April		173,640	
2,596	Current service cost		4,016	
5,202	Interest cost		4,623	
648	Contributions from scheme participants		688	
	<i>Remeasurement (gain)/loss:</i>			
(3,961)	Actuarial gains/losses arising from changes in demographic assumptions		-	
26,928	Actuarial gains/losses arising from changes in financial assumptions		(3,013)	
(3,384)	Other		-	
1	Losses/(gains) on curtailment		-	
(5,351)	Benefits paid		(5,558)	
173,640	Closing Balance at 31 March		174,396	

f) **Local Government Pension Scheme Assets comprised:**

2016/17				2017/18		
Quoted Prices in Active Markets	Unquoted Prices (not in Active Markets)	Total		Quoted Prices in Active Markets	Unquoted Prices (not in Active Markets)	Total
£000	£000	£000		£000	£000	£000
			Fair Value of Scheme Assets			
-	3,514	3,514	Cash and cash equivalents	-	4,337	4,337
9,683	-	9,683	Equities - UK	-	-	-
70,048	-	70,048	Equities - Overseas	76,502	-	76,502
			Gilts UK index Linked Government Securities	8,389	-	8,389
4,417	-	4,417	Bonds - Corporate (UK)	4,685	-	4,685
4,744	-	4,744	Property	4,326	7,635	11,961
7,185	4,172	11,357	Private Equity	-	5,798	5,798
-	3,355	3,355	Infrastructure	-	5,790	5,790
-	2,282	2,282	Derivatives	(629)	-	(629)
(134)	-	(134)	Timber	-	2,140	2,140
-	1,141	1,141	Illiquid Debt	-	-	-
-	1,141	1,141	Private Debt	-	2,014	2,014
-	-	-	Other Managed Funds	-	5,115	5,115
-	5,186	5,186				
95,943	20,791	116,734		93,273	32,829	126,102

g) **Basis for Estimating Assets and Liabilities**

Liabilities have been assessed on an actuarial basis using the projected unit credit method, an estimate of the pensions that will be payable in future years dependent on assumptions about mortality rates, salary levels, etc.

The Local Government Pension Scheme liabilities have been estimated by Barnett Waddingham, an independent firm of actuaries for the Essex County Council Fund, based on the latest full valuation of the scheme as at 31 March 2016.

The significant assumptions used by the actuary have been:

2016/17 Local Government Pension Scheme		2017/18 Local Government Pension Scheme
	<i>Mortality assumptions:</i>	
	Longevity at 65 for current pensioners:	
22.1	Men	22.2
24.6	Women	24.7
	Longevity at 65 for future pensioners:	
24.3	Men	24.4
26.9	Women	27.0
3.5%	Rate of inflation - RPI Increases	3.35%
2.6%	Rate of inflation - CPI Increases	2.35%
4.1%	Rate of increase in salaries	3.85%
2.6%	Rate of increase in pensions	2.35%
2.7%	Rate for discounting scheme liabilities	2.55%
50%	Take up of option to convert annual pension into retirement lump sum	50%

In addition to the above, it is also estimated that 10% of active members will take up the option under the new LGPS to pay 50% of contributions for 50% of benefits, this has not changed from the previous period.

The estimation of the defined benefit obligations is sensitive to the actuarial assumptions set out in the table above. The sensitivity analyses below have been determined based on reasonably possible changes of the assumptions occurring at the end of the reporting period and assumes for each change that the assumption analysed changes while all the other assumptions remain constant. The assumptions in longevity, for example, assume that life expectancy increases or decreases for men and women. In practice, this is unlikely to occur, and changes in some of the assumptions may be interrelated. The estimations in the sensitivity analysis have followed the accounting policies for the scheme, i.e. on an actuarial basis using the projected unit credit method. The methods and types of assumptions used in preparing the sensitivity analysis below did not change from those used in the previous period.

	Increase in Assumption £000	Decrease in Assumption £000
Impact on the Defined Benefit Obligation in the Scheme		
Longevity (increase or decrease in 1 year - mortality age rating)	181,231	167,826
Rate of inflation (increase or decrease by 0.1%)	177,088	171,749
Rate of increase in salaries (increase or decrease by 0.1%)	174,651	174,142
Rate of increase in pensions (increase or decrease by 0.1%)	177,088	171,749
Rate for discounting scheme liabilities (increase or decrease by 0.1%)	171,503	177,340

i) **Impact on the Authority's Cash Flows**

The objectives of the scheme are to keep employers' contributions at as constant rate as possible. The County Council has agreed a strategy with the scheme's actuary to achieve a funding level of 100% using the actuarial valuation assumptions. Funding levels are monitored on an annual basis. The next triennial valuation is due to be completed on 31 March 2019.

The authority expects to pay contributions totalling £1.748 million to the scheme in 2018/19.

The weighted average duration of the defined benefit obligation for scheme members is 17 years, 2017/18 (17 years 2016/17).

32 External Audit Costs

The Authority has incurred the following costs in relation to the audit of the Statement of Accounts, certification of grant claims and statutory inspections and to non-audit services provided by the Authority's external auditors Ernst and Young:

2016/17 Restated £000		2017/18 £000
62	Fees payable with regard to external audit services carried out by the appointed auditor for the year	59
12	Fees payable for the certification of grant claims and returns for the year	13
74	Total Audit Fees Payable	72

This note on External Audit costs has been restated for 2016/17 to disclose Code of Audit Practice audit fees and certification fees relating to 2016/17 paid and credited respectively after publication of the financial statements.

33 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. Where capital expenditure is to be financed in future years by charges to revenue as assets are used by the Authority, the expenditure results in an increase in the Capital Financing Requirement (CFR), a measure of the capital expenditure incurred historically by the Authority that has yet to be financed. The CFR is analysed in the second part of this note.

2016/17 £000		2017/18 £000
53,478	Opening Capital Financing Requirement	51,257
	Capital Investment:	
4,096	Property, Plant and Equipment	4,461
-	Investment Property	3,244
111	Intangible Assets	28
1,501	Revenue expenditure funded from capital under statute	1,309
	Sources of Finance:	
(61)	Capital receipts	(1,006)
(1,699)	Government grants and other contributions	(1,834)
(3,262)	Major Repairs Reserve	(2,801)
	Sums set aside from revenue:	
(686)	Direct revenue contributions	(3,402)
(257)	MRP/loans fund principal	(246)
(1,964)	Voluntary MRP - HRA	(1,664)
<u>51,257</u>	Closing Capital Financing Requirement	<u>49,346</u>
	Explanation of movements in year	
(2,221)	Increase/(decrease) in underlying need to borrow (unsupported by Government financial assistance)	(1,911)
<u>(2,221)</u>	Increase/(Decrease) in Capital Financing Requirement	<u>(1,911)</u>

34 Leases

a) Authority as Lessee

➤ Operating Leases (including Contract Hire) for Transport and Plant

The Authority has acquired its fleet of transport and plant by entering into operating leases/contract hire agreements with typical lives of three to five years.

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

2016/17 £000		2017/18 £000
286	Not later than one year	283
562	Later than one year and not later than five years	368
<u>848</u>		<u>651</u>

➤ **Properties Leased from a Registered Social Landlord**

During 2006/07 17 properties leased from Colne Housing Society previously held under non-current assets were reclassified as operating leases. No payments are due on these properties which are operated by Tendring District Council until vacated by the current tenant. One property became vacant during 2017/18 and was returned to Colne Housing Society.

2016/17 No of Properties		2017/18 No of Properties
3	Balance brought forward 1 April	3
-	Returned to Lessor	(1)
<u>3</u>	Balance carried forward 31 March	<u>2</u>

b) **Authority as Lessor**

➤ **Finance Leases**

The Authority has leased out 2 properties under finance leases:

- ❖ Carnarvon House, Carnarvon Road, Clacton-on-Sea with an expiry date of 31/3/2024.
- ❖ The Pavilion, Marine Parade/Pier Gap, Clacton-on-Sea with an expiry date of 31/12/2127.

The Authority has a gross investment in the leases, made up of the minimum lease payments expected to be received over the remaining term and the residual value anticipated for the property when the lease comes to an end. The minimum lease payments comprise settlement of the long term debtor for the interest in the property acquired by the lessee and finance income that will be earned by the Authority in future years whilst the debtor remains outstanding. The gross investment is made up of the following amounts:

2016/17 £000		2017/18 £000
60	Finance lease debtor (net present value of minimum lease payments)	56
188	Unguaranteed residual value of property	188
<u>248</u>		<u>244</u>
224	Unearned finance income	197
<u>472</u>	Gross investment in the lease	<u>441</u>

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

2016/17			2017/18	
Gross Investment in the Lease	Minimum Lease Payments		Gross Investment in the Lease	Minimum Lease Payments
£000	£000		£000	£000
31	4	Not later than one year	32	5
158	33	Later than one year and not later than five years	345	37
283	23	Later than five years	64	14
<u>472</u>	<u>60</u>		<u>441</u>	<u>56</u>

The minimum lease payments do not include rents that are contingent on events taking place after the lease was entered into, such as adjustments following rent reviews. In 2017/18 £9,100 contingent rents were receivable by the Authority (2016/17 - £11,988).

➤ **Operating Leases**

The Authority leases out land and property under operating leases for the following purposes:

- ❖ For the provision of community services, such as sports facilities, tourism services and community centres.
- ❖ For economic development purposes to provide suitable affordable accommodation for local businesses.

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

2016/17			2017/18	
£000			£000	
293	Not later than one year		318	
996	Later than one year and not later than five years		1,032	
3,044	Later than five years		2,911	
<u>4,333</u>			<u>4,261</u>	

The lease payments receivable do not include rents that are contingent on future events taking place, such as adjustments following rent reviews.

Currently Tendring District Council leases its depot to the household waste and recycling contractor at no charge. This arrangement is due to continue for the remainder of the contract which expires in 2019.

35 Contingent Liabilities

At 31 March 2018, the Authority had one material contingent liability:- Municipal Mutual Insurance (MMI), the Council's Insurer until 1992, is the subject of a scheme of arrangement and the Company's assets are being utilised via a managed run-off to finance any insurance claims arising in respect of incidents prior to 1992. During 2012/13 the Board of Directors of MMI decided to trigger the scheme of arrangement as they concluded that there was no alternative to an insolvent liquidation. On 1 April 2016 the levy payment due under the scheme of arrangement was increased from 15% to 25%. As at 31 March 2018 the Council has paid a total levy of £0.076 million under the scheme of arrangement although no payments were made in 2017/18. The final impact on the Council as a scheme creditor is not certain but the maximum potential liability set out in the most recent notification by MMI is approximately £0.276 million. (£0.352 million gross claim payments to date less the levy already paid to date of £0.076 million)

The Council has received confirmation that the Health and Safety Executive will be prosecuting the Council following a legionella investigation at Frinton and Walton pool during 2016/17. At the present time the Council is waiting for further information.

36 Subsidiary Companies

North Essex Garden Communities Limited is a joint strategic entity which is equally owned by Essex County Council, Colchester Borough Council, Tendring District Council and Braintree District Council. The Company is limited by shares. The shares have an equal ranking, and any dividend will be distributed equally to the shareholders on a pro rata basis.

The purpose of the Company is to hold shares in each of the three Local Delivery Vehicles (LDV's), to coordinate funding of the LDV's and to oversee and hold to account the LDV's in the development of three potential garden communities in the area of North Essex.

Each Local Authority has the right to appoint, remove or replace a Nominated Director. On any Board decision a majority (including all Nominated Directors) in favour is required for the vote to pass. However, Nominated Directors are not entitled to vote where a decision only relates to properties outside of the area of their appointing authority.

North Essex Garden Communities Limited was incorporated on 9 August 2016. The company commenced trading in October 2017 following the recruitment of a Managing Director. The company has prepared dormant accounts to 31 August 2017. Following a change of accounting reference date it has also prepared accounts to 31 March 2018.

The accounts were prepared in accordance with International Financial Reporting Standards and will be submitted for approval to the Board of North Essex Garden Communities Limited.

The accounts to 31 March 2018 are not expected to be material to the group, and as such will not be incorporated into the Group Accounts of the four owning authorities.

It is anticipated that the company will be consolidated into future Group Accounts as an associate entity as the Council does not have power, or the ability to have power over the company.

37 Restatement of the 2016/17 prior year comparators for Net Cost of Services in the Comprehensive Income and Expenditure Statement and the Expenditure and Funding Analysis Note

Since 2016/17, the Code required that an authority shall present information on reportable segments using the service analysis in the Comprehensive Income and Expenditure Statement and the segmental analysis within the Expenditure and Funding Analysis. It has also been required that reportable segments shall be based on an authority’s internal management reporting, for example, departments, directorates or portfolios.

In line with these requirements, in 2016/17, the Council’s Comprehensive Income and Expenditure Statement and the Expenditure and Funding Analysis disclosed the Net Cost of Services (£20.043 million) as:

Portfolio	£000	Note
Leader	250	(a)
Resources and Corporate Services	2,303	(b)
Commercialisation, Seafronts and Parking	3,711	(c)
Environment	4,771	(a)
Housing	1,759	(a)
Leisure and Partnerships	3,820	(c)
Planning and Regeneration	2,040	(c)
Tourism and Culture	795	(c)
Budgets Relating to Non Executive Functions	594	(a)
	20,043	

During 2017/18 Tendring District Council changed its Portfolio structure and therefore the analysis shown above is no longer in line with internal management reporting. The result of this change is as follows:

- (a) These four portfolios remain unchanged.
- (b) This portfolio was renamed to be ‘Finance and Corporate Resources’
- (c) These four portfolios (totalling £10.366 million) were completely replaced by four new portfolios:

Portfolio	£000
Health and Education	337
Corporate Enforcement	1,557
Investment Growth	660
Leisure and Tourism	7,812
	10,366

The result of these changes on the 2016/17 comparators can be seen in full in the Comprehensive Income and Expenditure Statement (see page 40) and the segmental analysis within the Expenditure and Funding Analysis (See note 1 page 44).

HOUSING REVENUE ACCOUNT – INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 31 MARCH 2018

2016/17 £000		2017/18 £000	£000	Note Ref
EXPENDITURE				
3,947	Repairs and Maintenance	4,359		
2,432	Supervision and Management	2,843		
113	Rents, Rates, Taxes and Other Charges	135		
7,769	Depreciation and Impairments of Non-Current Assets	5,608		5,6
66	Debt Management Costs	66		
81	Movement in the allowance for bad debts	35		
19	Sums Directed by the Secretary of State that are Expenditure in Accordance with the Code	21		
14,427	Total Expenditure		13,067	
INCOME				
(13,239)	Dwelling rents	(12,918)		
(226)	Non dwelling rents	(221)		
(561)	Charges for Services and Facilities	(663)		
(137)	Contributions towards expenditure	(251)		
(14,163)	Total Income		(14,053)	
264	Net Cost of HRA Services as included in the whole authority Comprehensive Income and Expenditure Statement		(986)	
276	HRA Share of Corporate and Democratic Core		276	
540	Net Expenditure / (Income) for HRA Services		(710)	
HRA share of the operating income and expenditure included in the whole authority Comprehensive Income and Expenditure Statement:				
(258)	(Gain) or loss on sale of HRA Non-current Assets		(554)	
1,517	Interest Payable and Similar Charges		1,484	
(120)	Taxation and Non Specific Grant Income (Capital Grant)		(191)	
(56)	Interest and Investment Income		(55)	
1,623	(Surplus) / Deficit for the year on HRA Services		(26)	

HOUSING REVENUE ACCOUNT – MOVEMENT ON THE HOUSING REVENUE ACCOUNT STATEMENT

2016/17		2017/18	
£000		£000	£000
5,680	Balance on the HRA as at the end of the previous year		4,562
(1,623)	Surplus or (Deficit) on the HRA Income and Expenditure Statement	26	
	Adjustments between accounting basis and funding basis under regulations:		
5,219	Reversal of Revaluation Changes and Impairment	2,888	
19	Reversal of Sums Directed by the Secretary of State that are Expenditure in Accordance with the Code	21	
(258)	Reversal of (Gain) or Loss on sale of HRA Non-current assets	(554)	
(120)	Reversal of Capital Grant	(191)	
(32)	Capital Expenditure Funded by the HRA	(85)	
(1,964)	Debt Repayment & Credit arrangements	(1,664)	
(19)	HRA share of contributions to or from the Pension Reserve	155	
<u>1,222</u>	Net increase or (decrease) before transfer to or from Reserves	<u>596</u>	
	Transfer (to) or from Reserves:		
(427)	Transfer (to)/from Major Repairs Reserves	(441)	
(1,913)	Transfers (to)/from Earmarked Reserves	17	
<u>(1,118)</u>	Increase or (decrease) in year on the HRA	<u>172</u>	
<u><u>4,562</u></u>	Balance on the HRA as at the end of the current year	<u><u>4,734</u></u>	

NOTES TO THE HRA INCOME AND EXPENDITURE ACCOUNT AND MOVEMENT ON THE HRA STATEMENT

1 Housing Revenue Account Balances

HOUSING REVENUE ACCOUNT RESERVES

Housing Revenue Account	2016/17				2017/18			
	Housing Repairs Reserve	Housing Commitments Reserve	Total		Housing Revenue Account	Housing Repairs Reserve	Housing Commitments Reserve	Total
£000	£000	£000	£000		£000	£000	£000	£000
5,680	1,811	-	7,491	Balances as at 1 April	4,562	1,573	2,151	8,286
(1,118)	(238)	2,151	795	Surplus/(deficit) for year	172	(618)	601	155
4,562	1,573	2,151	8,286	Balances as at 31 March	4,734	955	2,752	8,441

2 Housing Assets

As at 31 March 2018, the Council was responsible for managing the following council housing assets:

01/04/2016					31/03/2017					01/04/2017					31/03/2018					
Opening Stock	Acquisitions in Year	Disposals in Year	Closing Stock	Balance Sheet Value	Opening Stock	Acquisitions in Year	Disposals in Year	Closing Stock	Balance Sheet Value	Opening Stock	Acquisitions in Year	Disposals in Year	Closing Stock	Balance Sheet Value	Opening Stock	Acquisitions in Year	Disposals in Year	Closing Stock	Balance Sheet Value	
					£000										£000					
Dwellings																				
1,489	-	8	1,481	44,252	Flats	1,481	-	15	1,466	44,201	1,481	-	15	1,466	44,201	1,481	-	15	1,466	44,201
1,034	-	10	1,024	53,748	Houses	1,024	1	19	1,006	53,542	1,024	1	19	1,006	53,542	1,024	1	19	1,006	53,542
338	-	2	336	15,467	Bungalows	336	-	1	335	15,974	336	-	1	335	15,974	336	-	1	335	15,974
321	-	-	321	6,977	Sheltered Accommodation	321	-	-	321	6,101	321	-	-	321	6,101	321	-	-	321	6,101
19	-	2	17	895	Do-It-Yourself Shared Ownership (DIYSO)	17	-	1	16	934	17	-	1	16	934	17	-	1	16	934
3,201	-	22	3,179	121,339		3,179	1	36	3,144	120,752	3,179	1	36	3,144	120,752	3,179	1	36	3,144	120,752
Other Land and Buildings																				
64	-	2	62	1,060	Shared Equity Plots of Land	62	-	-	62	1,060	62	-	-	62	1,060	62	-	-	62	1,060
425	-	10	415	1,220	Garages	415	-	-	415	1,233	415	-	-	415	1,233	415	-	-	415	1,233
388	1	-	389	78	Ground Rents re: sold council flats	389	15	-	404	81	389	15	-	404	81	389	15	-	404	81
1	-	-	1	513	Community Centre	1	-	-	1	561	1	-	-	1	561	1	-	-	1	561
3	-	-	3	180	Other non-domestic properties	3	1	-	4	341	3	1	-	4	341	3	1	-	4	341
10	-	-	10	1,188	Land	10	1	-	11	1,217	10	1	-	11	1,217	10	1	-	11	1,217
4,092	1	34	4,059	125,578	Totals	4,059	18	36	4,041	125,245	4,059	18	36	4,041	125,245	4,059	18	36	4,041	125,245

In addition to the above table, the Council also held equipment with a balance sheet value of £0.103 million as at 31 March 2018 (£0.055 million in 2016/17), the Council also held assets under construction with a balance sheet value of £0.202 million as at 31 March 2018 (2016/17 £0.176 million). The Balance Sheet value for dwellings uses the valuation basis of 'Existing Use Value for Social Housing (EUV-SH)', which is based on the vacant possession value adjusted to reflect the continuing occupation by a secure tenant. The other housing assets have been valued on an 'Existing Use Value' basis, which assumes that vacant possession is provided on all parts of the property occupied by the business. The difference between vacant possession and existing use value represents the economic cost of providing council housing at less than open market rents.

2016/17		2017/18
£000		£000
332,646	Vacant Possession Value	331,783
(129,116)	Less: Existing Use Values (Social Housing)	(128,276)
<u>203,530</u>	Economic Cost of Providing Social Housing	<u>203,507</u>

A desktop revaluation of all HRA assets was undertaken by the external valuer during the year with resulting changes and other adjustments being reflected in the Balance Sheet value as at 31 March 2018.

3 Capital Expenditure and Financing

Capital expenditure on HRA assets for the year and its financing are set out below:

2016/17		2017/18
£000		£000
	Capital Investment:	
3,262	Operational Assets	2,801
151	Property Acquisition and New Build	432
<u>3,413</u>		<u>3,233</u>
	Sources of Finance:	
3,262	Major Repairs Reserve	2,801
32	Direct Revenue Financing	85
102	Funding of S106	92
17	External Funding	99
-	Capital Receipts	156
<u>3,413</u>		<u>3,233</u>

4 Housing Capital Receipts Reserve

There is a requirement to 'pool' part of the capital receipts received by the Council and pay it to the Secretary of State. The amounts to pool on disposal reflect the age and type of dwelling.

The movement on the capital receipts reserve during the year is as follows:

2016/17		2017/18
£000		£000
1,926	Balance as at 1 April	2,816
	Capital Receipts in the year:	
1,083	Council house sales (net of administration costs)	1,932
104	DIYSO property sales	57
56	Shared Equity Plots of Land	-
1	Mortgage principal repayments	1
<u>3,170</u>		<u>4,806</u>
	Less:	
(354)	Capital receipts pooling contribution payable to the Government	(308)
-	Capital receipts used for financing capital expenditure	(156)
<u>2,816</u>	Balance as at 31 March	<u>4,342</u>

5 Depreciation

Depreciation has been provided on HRA assets on a straight-line basis over their expected lives, after allowing for residual and freehold land values, based on information provided by the Valuer. The depreciation charge in respect of the dwellings is a real charge on the HRA and it is credited to the Major Repairs Reserve. The depreciation charge in respect of other HRA property is shown in 'Total Expenditure' within the Income and Expenditure Account.

2016/17		2017/18
£000		£000
2,763	Dwellings	2,654
19	Do-It-Yourself Shared Ownership (DIYSO)	21
25	Garages	25
12	Community Centre	12
4	Other Non-Domestic Properties	6
-	Equipment	14
<u>2,823</u>	Depreciation Charged to the HRA I & E Account for the Year	<u>2,732</u>

6 Impairment Charges

Impairment may be applicable to assets if caused by either a consumption of economic benefits or a general fall in prices.

2016/17		2017/18
£000		£000
7,455	Impairment charge for works to the Council's dwelling stock	3,954
(2,509)	Reversal of previous Impairment Losses due to increase in asset values	(1,078)
<u>4,946</u>	Impairment charge for the year	<u>2,876</u>

The reversal of previous impairment losses includes £0.012 million revaluation gains applied directly to the HRA CIES due to revaluation gains on HRA Non-Dwellings. Tendring District Council has elected to return all losses on non-dwellings from the period 2012-2017 to the HRA Reserve. (In 2016/17 there were impairment charges of £4.946 million less a £0.548 million impairment reversal on HRA Non-Dwellings).

7 Rent Arrears and the Provision for Bad and Doubtful Debts

The rent arrears at 31 March 2018 were £323,382 (2016/17 - £347,203), which equates to 2.37% (2.47% for 2016/17) of the gross rent due for the year after excluding rents foregone on empty properties and housing benefit overpayments but inclusive of service charges.

The HRA Provision for Bad and Doubtful Debts at 31 March 2018 is £0.129 million after the following movements on the account during 2017/18:

2016/17		2017/18
£000		£000
144	Balance as at 1 April	144
81	Provision for year	35
(81)	Arrears written off	(50)
<hr/> 144	Balance as at 31 March	<hr/> 129
<hr/> <hr/>		<hr/> <hr/>

COLLECTION FUND INCOME AND EXPENDITURE STATEMENT

2016/17		2017/18			
		Council Tax	Business Rates	Total	Note
£000		£000	£000	£000	Ref
INCOME					
(72,155)	Council Tax Payers	(75,890)	-	(75,890)	2
(26,585)	Income from Business Ratepayers	-	(26,867)	(26,867)	3
(98,740)	Total Income	(75,890)	(26,867)	(102,757)	
EXPENDITURE					
Precepts:					
50,752	Essex County Council	53,367	-	53,367	4
3,039	Essex Fire Authority	3,166	-	3,166	
6,831	Essex Police and Crime Commissioner	7,202	-	7,202	
8,294	Tendring District Council	8,829	-	8,829	
Shares of Business Rates Income:					
12,969	Central Government	-	12,289	12,289	3
2,334	Essex County Council	-	2,212	2,212	
259	Essex Fire Authority	-	246	246	
10,375	Tendring District Council	-	9,832	9,832	
2,220	Share of Collection Fund Balance	3,060	(375)	2,685	5
Other Business Rates Payments:					
295	Costs of Collection	-	290	290	
136	Transitional Protection	-	(489)	(489)	
297	Renewable Energy Schemes	-	289	289	
Bad Debt and Other Provisions:					
153	Provisions	345	32	377	6
737	Write Offs	312	273	585	
(654)	Provisions for Appeals	-	405	405	
98,037	Total Expenditure	76,281	25,004	101,285	
(703)	(Surplus)/Deficit for the Year	391	(1,863)	(1,472)	
Collection Fund Balance					
(2,523)	Balance brought forward	(3,199)	(27)	(3,226)	
(703)	(Surplus)/Deficit for the year	391	(1,863)	(1,472)	
(3,226)	Balance Carried Forward	(2,808)	(1,890)	(4,698)	5
Allocated to:					
(14)	Central Government	-	(945)	(945)	
(2,358)	Essex County Council	(2,065)	(170)	(2,235)	
(141)	Essex Fire Authority	(122)	(19)	(141)	
(317)	Essex Police and Crime Commissioner	(279)	-	(279)	
(396)	Tendring District Council	(342)	(756)	(1,098)	
(3,226)		(2,808)	(1,890)	(4,698)	

1 General

The Collection Fund reflects the statutory requirement for billing authorities to establish and maintain a separate fund for the collection and distribution of amounts due in respect of council tax and business rates. There is no requirement for a separate Collection Fund Balance Sheet. Instead, Collection Fund balances are distributed across the Balance Sheets of the billing authority, the Government and precepting authorities according to the provisions of the Code.

2 Council Tax

The average Council Tax levy for 2017/18 was £1,582.30 for a Band D dwelling. This rate of tax, which covers estimated net expenditure of the Council, Essex County Council, Essex Fire Authority, Essex Police and Crime Commissioner and the Parish and Town Councils, was assessed on the tax base set out below:

Calculation of the Tax Base for 2017/18

2016/17 Band	Valuation	Pro-portion Charge	Full Charge	Paying 75%	Paying 50%	2nd Homes	Empty Properties	Exempt	Total Excluding LCTS	LCTS Scheme 100%	Total
10	*A Up to £40,000	5/9	9	7	-	-	-	-	16	(5)	11
9,407	A Up to £40,000	6/9	4,386	7,202	22	585	518	324	13,037	(3,487)	9,550
14,373	B £40,001 to £52,000	7/9	9,796	6,993	24	301	311	206	17,631	(3,026)	14,605
18,150	C £52,001 to £68,000	8/9	13,157	6,552	38	446	225	271	20,689	(2,392)	18,297
9,752	D £68,001 to £88,000	9/9	7,420	2,572	43	224	107	124	10,490	(612)	9,878
4,586	E £88,001 to £120,000	11/9	3,663	921	27	94	54	49	4,808	(137)	4,671
1,605	F £120,001 to £160,000	13/9	1,321	254	38	40	21	15	1,689	(37)	1,652
767	G £160,001 to £320,000	15/9	591	104	41	33	10	8	787	(9)	778
58	H Over £320,000	18/9	41	2	9	4	2	-	58	-	58
58,708			40,384	24,607	242	1,727	1,248	997	69,205	(9,705)	59,500
46,634	Number of equivalent full charge Band D dwellings (unscaled tax base)										47,327
(1,726)	Less Provision for changes in valuation list, discounts and doubtful debts										(1,467)
44,908	Tax base for tax setting purposes										45,860

* Band A – entitled to Disabled Relief

Analysis of the Council Tax

Council Tax for a Band D Dwelling

2016/17 Average £		2017/18 Average £
	Tendring District Council:	
141.47	General Expenses	146.61
11.17	Special Expenses	11.03
32.05	Town and Parish Councils	34.88
1,130.13	Essex County Council	1,163.70
67.68	Essex Fire Authority	69.03
152.10	Essex Police and Crime Commissioner	157.05
<hr/> <hr/>		<hr/> <hr/>
1,534.60		1,582.30

3 Business Rates

The Council collects Business Rates for its area based on local rateable values provided by the Valuation Office Agency (VOA) multiplied by a uniform business rate set nationally by Central Government:

2016/17		2017/18
£70.778m	Rateable Value on 31 March	£78.492m
	Non-Domestic Rate per £	
48.4p	Small Businesses	46.6p
49.7p	Standard	47.9p

A Business Rate revaluation took place on 1 April 2017 which resulted in the significant changes to rate in the pound and rateable values shown above.

Under the business rates retention scheme authorities retain a share of the income as follows:

- 50% - Central Government
- 40% - Tendring District Council
- 9% - Essex County Council
- 1% - Essex Fire Authority

4 Precepts

The Council (the collecting authority) and Essex County Council, Essex Fire Authority and Essex Police and Crime Commissioner (the major precepting authorities) precept upon the Collection Fund. Each precept is assessed from the Tax Base for tax setting purposes to produce each authority's budget requirement. The amounts paid under each of these precepts do not vary during the year. However, the tax yield is affected by changes in the valuation list (which defines each dwelling's banding), discounts (which reflect occupation of dwellings) and collection performance. The resulting balances are taken into account during each following year in assessing the Council Tax that both collecting and major precepting authorities must levy for the subsequent year.

5 Share of Collection Fund Balance

Each January, the Council must assess the likely yield from the current year's Council Tax and Business Rates, together with the excess or shortfall from the previous year's assessment. All major precepting authorities benefit from an assessed surplus (or contribute to a deficit) in the year following that in which an assessment is made.

2016/17		Council Tax	2017/18 Business Rates	Total
£000		£000	£000	£000
	Allocated to:			
(515)	Central Government	-	(187)	(187)
2,296	Essex County Council	2,254	(34)	2,220
136	Essex Fire Authority	135	(4)	131
323	Essex Police and Crime Commissioner	303	-	303
(20)	Tendring District Council	368	(150)	218
2,220		3,060	(375)	2,685

Therefore the year end surplus of £2.808 million on Council Tax and £1.890 million on Business Rates together with balances paid over to precepting authorities in 2018/19, will form part of the assessment made in January 2019.

6 Bad Debt and Other Provisions

Provision for Bad and Doubtful Debt

2016/17			2017/18		
Council Tax £000	Business Rates £000	Total £000	Council Tax £000	Business Rates £000	Total £000
695	195	890	657	305	962
(574)	(163)	(737)	(312)	(273)	(585)
<u>121</u>	<u>32</u>	<u>153</u>	<u>345</u>	<u>32</u>	<u>377</u>
1,689	132	1,821	1,810	164	1,974
121	32	153	345	32	377
<u>1,810</u>	<u>164</u>	<u>1,974</u>	<u>2,155</u>	<u>196</u>	<u>2,351</u>

Movements in Year:

Contributions to provisions in year

Less: Amounts written off in the year

Net change in provisions

Balances on provisions:

Balance Brought Forward

Net change in provisions

Balance Carried Forward

Provisions for Appeals (Business Rates only)

	2016/17 £000	2017/18 £000
Balance Brought Forward	3,097	2,443
Contributions to provisions in year	(654)	405
Balance Carried Forward	<u>2,443</u>	<u>2,848</u>

ACCOUNTING POLICIES

a) **General Principles**

The Statement of Accounts summarises the Authority's transactions for the 2017/18 financial year and its position at the year end of 31 March 2018. The Authority is required to prepare an annual Statement of Accounts by the Accounts and Audit Regulations 2015, which those Regulations require to be prepared in accordance with proper accounting practices. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2017/18 and the Service Reporting Code of Practice 2017/18, supported by International Financial Reporting Standards (IFRS).

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

b) **Accruals of Income and Expenditure**

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

- Revenue from the sale of goods is recognised when the Authority transfers the significant risks and rewards of ownership to the purchaser and it is probable that economic benefits or service potential associated with the transaction will flow to the Authority.
- Revenue from the provision of services is recognised when the Authority can measure reliably the percentage of completion of the transaction and it is probable that economic benefits or service potential associated with the transaction will flow to the Authority.
- Supplies are recorded as expenditure when they are consumed – where there is a gap between the date supplies are received and their consumption, they are carried as inventories on the Balance Sheet.
- Expenditure in relation to services received (including services provided by employees) is recorded as expenditure when the services are received rather than when payments are made.
- Interest receivable on investments and payable on borrowings is accounted for respectively as income and expenditure on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract.

- Where revenue and expenditure have been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet. The only exceptions to this are with regard to certain revenue transactions where the accruals concept has not been applied (for example, non-housing rental income, electricity and similar regular quarterly/monthly payments) as the change from year to year is recurring in nature and the sums involved are not material compared with total expenditure and income, and where appropriate when expenditure is being funded by external grant, depending on the requirements specified in the conditions of grant. As this policy is applied consistently each year, it has no material effect on the year's accounts. Where debts may not be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected.

c) **Cash and Cash Equivalents**

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in one month or less from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

d) **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 Authority's financial position or financial performance. Where a change is made it is applied retrospectively (unless stated otherwise) by adjusting opening balances and comparative amounts for the prior period as if the new policy had always been applied.

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

e) **Charges to Revenue for Non-Current Assets**

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

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

The Authority 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 (MRP), by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement for the difference between the two.

f) **Council Tax and Non-Domestic Rates**

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

Accounting for Council Tax and Non-Domestic Rates

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

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

g) **Employee Benefits**

Benefits Payable During Employment

Short term employee benefits are those due to be settled wholly within 12 months of the year end. They include such benefits as salaries, paid annual leave and paid sick leave, bonuses and non-monetary benefits for current employees and are recognised as an expense for services in the year in which employees render service to the Authority. An accrual is made for the cost of holiday entitlements (or any form of leave, for example, time off in lieu) earned by employees but not taken before the year end which employees can carry forward into the next financial year. The accrual is made at the salary rates applicable in the following accounting period, being the period in which the employee takes the benefit. The accrual is charged to Surplus or Deficit on the Provision of Services, but then reversed out through the Movement in Reserves Statement so that holiday benefits are charged to revenue in the financial year in which the holiday absence occurs.

Termination Benefits

Termination benefits are amounts payable as a result of a decision by the Authority to terminate an officer's employment before the normal retirement date or an officer's decision to accept voluntary redundancy and are charged on an accruals basis to the relevant service in the Comprehensive Income and Expenditure Statement at the earlier of when the authority can no longer withdraw the offer of those benefits or when the authority recognises costs for a restructuring.

Where termination benefits involve the enhancement of pensions, statutory provisions require the General Fund balance to be charged with the amount payable by the Authority to the pension fund or pensioner in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, appropriations are required to and from the Pensions Reserve to remove the notional debits and credits for pension enhancement termination benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year end.

Post-Employment Benefits

Employees of the Authority are members of the Local Government Pension Scheme, administered by Essex County Council.

This scheme provides defined benefits to members (retirement lump sums and pensions), earned as employees work for the Council.

The Local Government Pension Scheme

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

- The liabilities of the Essex County Council pension fund attributable to the Authority are included in the Balance Sheet on an actuarial basis using the projected unit method – i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates, etc., and projected earnings for current employees.
- Liabilities are discounted to their value at current prices, using a discount rate of 2.55%. The discount rate used is such that the net present value of the notional cash flows, discounted at this single rate, equates to the net present value of the cash flows, discounted using the annualised Merrill Lynch AA rated corporate bond yield curve.
- The assets of Essex County Council pension fund attributable to the Authority are included in the Balance Sheet at their fair value:
 - ❖ Quoted securities – current bid price;
 - ❖ Unquoted securities – professional estimate.
 - ❖ Unitised securities – current bid price;
 - ❖ Property – market value.

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

Service cost comprising:

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

Remeasurements comprising:

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

Contributions paid to the Essex County Council pension fund – cash paid as employer’s contributions to the pension fund in settlement of liabilities; not accounted for as an expense.

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

Discretionary Benefits

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

h) Events after the Reporting Period

Events after the Reporting Period 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.

i) Financial Instruments

Financial Liabilities

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

For all of the borrowings that the Authority has, the amount presented in the Balance Sheet is the outstanding principal repayable (plus accrued interest); and interest charged to the Comprehensive Income and Expenditure Statement is the amount payable for the year according to the loan agreement.

The Council operates a deposit guarantee scheme set up to help people who are homeless, or threatened with homelessness, and unable to raise the deposit necessary to secure private rented accommodation. The deposit guarantee scheme is a written agreement and represents a deposit equal to the value of one month's rent. The deposit covers any damage or rent arrears incurred by the tenant for the duration of their tenancy. In the event that a landlord needs to make a claim against the deposit guarantee at the end of the tenancy, the tenant will be required to repay this money to the Council.

Financial Assets

Financial Assets are classified into two types:

- Loans and receivables – assets that have fixed or determinable payments but are not quoted in an active market.

- Available-for-sale assets – assets that have a quoted market price and/or do not have fixed or determinable payments.

Loans and Receivables

Loans and receivables are recognised on the Balance Sheet when the Authority becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value. They are subsequently measured at their amortised cost. For all of the loans that the Authority has made, this means that the amount presented in the Balance Sheet is the outstanding principal receivable (plus accrued interest) and interest credited to the Comprehensive Income and Expenditure Statement is the amount receivable for the year in the loan agreement.

Available-for-Sale Assets

Available-for-sale assets are recognised on the Balance Sheet when the Authority becomes a party to the contractual provisions of a financial instrument and are initially measured and carried at fair value. Where the asset has fixed or determinable payments, annual credits to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest receivable are based on the amortised cost of the asset multiplied by the rate of interest for the instrument.

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

Instruments entered into before 1 April 2006

The Authority entered into a scheme of arrangement in respect of Municipal Mutual Insurance in 1992 which is not required to be accounted for as a financial instrument. This is reflected in the Statement of Accounts to the extent that a contingent liability note is needed under the policies set out in the section on Provisions, Contingent Liabilities and Contingent Assets.

j) Government Grants and Contributions

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

- The Authority will comply with the conditions attached to the payments, and
- The grants or contributions will be received.

Amounts recognised as due to the Council are not credited to the Comprehensive Income and Expenditure Statement until conditions attached to the grant or contribution have been satisfied. Conditions are stipulations that specify that the future economic benefits or service potential embodied in the asset in the form of grant or contribution are required to be consumed by the recipient as specified, or future economic benefits or service potential must be returned to the transferor.

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

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

Grants to cover general expenditure (for example, Revenue Support Grant) are credited to Taxation and Non-Specific Grant Income in the Comprehensive Income and Expenditure Statement.

k) **Heritage Assets**

Heritage Assets are recognised and measured (including the treatment of revaluation gains and losses) in accordance with the Authority'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 Authority's collection of heritage assets is accounted for as follows:

Machinery

The Clacton Queen Steam Roller is reported in the Balance Sheet at insurance valuation and reviewed on an annual basis.

Heritage Buildings

These buildings include the Harwich Crane, the Leading Lights at Dovercourt and the Redoubt in Harwich, all of which are held at a nominal value in the accounts.

Heritage Assets – General

The carrying amounts of all heritage assets are reviewed where there is evidence of impairment. Any impairment is recognised and measured in accordance with the Authority's general policies on impairment (see item (q) in this summary of significant accounting policies). Where applicable, disposal proceeds are disclosed separately in the note to the Financial Statements and are accounted for in accordance with statutory accounting requirements relating to capital expenditure and capital receipts.

l) **Intangible Assets**

Expenditure on non-monetary assets that do not have physical substance but are controlled by the Authority as a result of past events (for example, software licences) is capitalised when it is expected that future economic benefits or service potential will flow from the intangible asset to the Authority. The Authority accounts for its software as intangible assets, to the extent that the software is not an integral part of a particular IT system and accounted for as part of the hardware item of Property, Plant and Equipment

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

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

m) **Inventories**

Inventories are included in the Balance Sheet at cost.

n) **Investment Property**

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

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

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

o) **Leases**

Leases are classified as finance leases where the terms of the lease transfer substantially all the risks and rewards incidental to ownership of the Property, Plant or Equipment from the lessor to the lessee. All other leases are classified as operating leases.

Where a lease covers both land and buildings, the land and buildings elements are considered separately for classification.

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

The Authority as Lessee

➤ **Operating Leases (including Contract Hire)**

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

The Authority as Lessor

➤ **Finance Leases**

Where the Authority grants a finance lease over a property or an item of plant or equipment, the relevant asset is written out of the Balance Sheet as a disposal. At the commencement of the lease, the carrying amount of the assets in the Balance Sheet (whether Property, Plant and Equipment or Assets Held for Sale) is written off to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal. A gain, representing the Authority's net investment in the lease, is credited to the same line in the Comprehensive Income and Expenditure Statement also as part of the gain or loss on disposal (i.e. netted off against the carrying value of the asset at the time of disposal), matched by a lease (long term debtor) asset in the Balance Sheet.

Lease rentals receivable are apportioned between:

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

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

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

➤ **Operating Leases**

Where the Authority 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 relevant service line within Net Cost of Services in the Comprehensive Income and Expenditure Statement. Credits are made on a straight-line basis over the life of the lease, even if this does not match the pattern of payments (for example, there is a premium paid at the commencement of the lease).

p) **Overheads and Support Services**

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

q) **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, provided their value is greater than £10,000.

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 Authority 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 (for example, repairs and maintenance) is charged as an expense when it is incurred.

Measurement

Assets are initially measured at cost, comprising:

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

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

The cost of assets acquired other than by purchase is deemed to be its fair value, unless the acquisition does not have commercial substance (for example, it will not lead to a variation in the cash flows of the Authority). 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 Authority.

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

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

- Equipment, infrastructure, community assets and assets under construction – depreciated historical cost;
- Dwellings – current value, determined using the basis of existing use value for social housing (EUV-SH);
- All other assets – 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 depreciated replacement cost (DRC) is used as an estimate of current value.

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

Assets included in the Balance Sheet at current value are revalued sufficiently regularly to ensure that their carrying amount is not materially different from their current value at the year end, but as a minimum every five years. Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains. Gains are 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 by:

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

The Revaluation Reserve contains revaluation gains recognised since 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.

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

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

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

Depreciation

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

Depreciation is calculated on the following basis:

- Dwellings and other buildings – straight-line allocation over the useful life of the property as estimated by the valuer.
- Vehicles, plant, furniture and equipment – straight-line allocation over the useful life of the asset.
- Infrastructure – straight-line allocation.

Where an item of Property, Plant and Equipment asset has major components whose cost is significant in relation to the total cost of the item, the components are depreciated separately.

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

Disposals and Non-current Assets Held for Sale

When it becomes probable that the carrying amount of an asset will be recovered principally through a sale transaction rather than through its continuing use, it is reclassified as an Asset Held for Sale. The asset is revalued immediately before reclassification and then carried at the lower of this amount and fair value less costs to sell. Where there is a subsequent decrease to fair value less costs to sell, the loss is posted to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement. Gains in fair value are recognised only up to the amount of any previous losses recognised 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 revaluation that would have been recognised had they not been classified as Held for Sale) and their recoverable amount at the date of the decision not to sell.

Assets that are to be abandoned or scrapped are not reclassified as Assets Held for Sale.

When an asset is disposed of or decommissioned, the carrying amount of the asset in the Balance Sheet (whether Property, Plant and Equipment or Assets Held for Sale) is written off to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal. Receipts from disposals (if any) are credited to the same line in the Comprehensive Income and Expenditure Statement also as part of 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 in excess of £10,000 are categorised as capital receipts. A proportion of capital receipts relating to housing disposals are payable to the Government under pooling arrangements based on the age, type of dwelling and relevant shares due to Government and Tendring District Council. 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 Authority's underlying need to borrow (the capital financing requirement). Receipts are appropriated to the Reserve from the General Fund Balance in the Movement in Reserves Statement.

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

Capital receipts of £10,000 or less are credited to the General Fund Revenue Account to be used for revenue or capital purposes except for Private Sector Grant/Loan repayments which are credited directly back to the Capital Receipts Reserve to support the on-going capital programme.

The interest earned from holding capital receipts is credited to the Comprehensive Income and Expenditure Statement.

r) **Provisions, Contingent Liabilities and Contingent Assets**

Provisions

Provisions are made where an event has taken place that gives the Authority a legal or constructive obligation that probably requires settlement by a transfer of economic benefits or service potential, and a reliable estimate can be made of the amount of the obligation. For instance, the Authority may be involved in a court case that could eventually result in the making of a settlement or the payment of compensation.

Provisions are charged as an expense to the appropriate service line in the Comprehensive Income and Expenditure Statement when the Authority has an obligation, and are measured at the best estimate at the balance sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Balance Sheet. Estimated settlements are reviewed at the end of each financial year – where it becomes less than probable that a transfer of economic benefits will now be required (or a lower settlement than anticipated is made), the provision is reversed and credited back to the relevant service.

Where some or all of the payment required to settle a provision is expected to be recovered from another party (for example, from an insurance claim), this is only recognised as income for the relevant service if it is virtually certain that reimbursement will be received if the Authority settles the obligation.

Contingent Liabilities

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

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

Contingent Assets

A contingent asset arises where an event has taken place that gives the Authority 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 Authority.

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

s) **Reserves**

The Authority sets aside specific amounts as reserves for future policy purposes or to cover contingencies. Reserves are created by appropriating amounts out of the General Fund Balance. When expenditure to be financed from a reserve is incurred, it is charged to the appropriate service in that year to score against the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement. The reserve is then 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.

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

t) **Revenue Expenditure Funded from Capital under Statute**

Expenditure incurred during the year that may be capitalised under statutory provisions but that does not result in the creation of a non-current asset has been charged as expenditure to the relevant service in the Comprehensive Income and Expenditure Statement in the year. Where the Authority has determined to meet the cost of this expenditure from existing capital resources or by borrowing, a transfer in the Movement in Reserves Statement from the General Fund Balance to the Capital Adjustment Account then reverses out the amounts charged so that there is no impact on the level of council tax.

u) **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.

The Council is allowed to recover VAT incurred on expenses where income from the activity is exempt provided it is 'insignificant'. The current test for insignificance is that the VAT incurred and recovered on exempt activities is less than 5% of the total VAT that is incurred on all of the Council's activities. If the amount exceeds the limit and no dispensation has been granted by HM Revenue and Customs, then none of the tax may be recovered. HM Revenue and Customs have raised no objection to the Council's method of calculation applied to exempt activities.

v) **Fair Value Measurement**

The Council measures some of its non-financial assets such as surplus assets, investment property and some of its financial instruments such as certificates of deposit at fair value at each reporting period 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 liabilities takes place either:

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

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

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

The authority uses valuation techniques that are appropriate in the circumstances and for which sufficient data is available, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

Inputs to the valuation techniques in respect of assets and liabilities for which fair value is measured or disclosed in the authority's financial statements are categorised within the fair value hierarchy, as follows:

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

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

Level 3 – unobservable inputs for the asset or liability.

OTHER INFORMATION

The Statement of Accounts is one of a series of documents that the Council publishes in order to provide financial information about its activities.

Other publications include the Financial Forecast and the Revenue Estimates and Capital Programme which provide information on the Council's financial position and planned expenditure and income each year.

These publications can be found on the Council's Web Site at www.tendringdc.gov.uk.

These documents are available for inspection in the Corporate Services Department at the Town Hall, Station Road, Clacton on Sea, Essex.

Members of the public may attend meetings of the Council, its Cabinet and Committees. Copies of the Council's minutes are available on the Council's website (details above). Dates and times of all Council/Cabinet/Committee meetings can be obtained from all Council Offices.

If any further information is required, please contact Richard Barrett (rbarrett@tendringdc.gov.uk), Head of Finance, Revenues and Benefits, Corporate Services, Town Hall, Station Road, Clacton on Sea, Essex, CO15 1SE – Telephone Clacton (01255) 686521.

GLOSSARY OF TERMS USED IN THE STATEMENT OF ACCOUNTS

Accounting Period

The period of time covered by the accounts; which is usually a period of twelve months commencing on 1 April and ending on the 31 March for Local Authority accounts.

Accumulated Absences Account

This represents an accrual required by International Financial Reporting Standards (IFRS). It recognises the net value of time either owed by an employee to the Council or owed by the Council to an employee. This generally arises from a timing difference between when an employee takes annual leave and the Council's financial year.

Accruals

Amounts included in the accounts to cover income or expenditure (revenue and capital) which relate directly to the accounting period being reported but for which payment has not been made/received by the end of the accounting period, e.g., equipment ordered and received before the end of the accounting period for which an invoice will not be received and paid until after the end of the accounting period.

Asset

Something owned by the Council that is considered to have an economic value. A further breakdown can be given such as non-current assets (e.g. property) or current assets (e.g. cash).

Bad or Doubtful Debts

It is good practice to create a provision for bad or doubtful debts representing the estimated amount of debt existing at the 31 March which is deemed to be irrecoverable.

Balance Sheet

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

Billing Authority

The Authority responsible for administering the Collection Fund, including raising bills and collecting council tax and business rates.

Budget

The Council's aims and policies in financial terms. Also referred to as 'Estimates'.

Business Rates

A charge on commercial or non-domestic properties within the Council's area. The amount collected by the Council is paid over to Central Government, Essex Fire Authority and Essex County Council with a 40% share kept by the Council.

Capital Expenditure

This relates to expenditure on the Council's own assets in terms of extending asset life/enhancing an asset or the acquisition of new assets. This also includes grants made by the Council for similar purposes.

Capital Financing

The methods by which cash is raised to pay for capital expenditure. There are various options available including prudential borrowing, capital receipts, grants, direct revenue financing and the use of earmarked reserves.

Capital Programme

The capital schemes the Council intends to carry out over a specified time period.

Capital Receipt

Proceeds arising from the sale of capital assets or from the repayment to the Council of capital grants and loans. Capital receipts may be used to finance additional capital spending or to repay debt; they cannot be used to fund revenue services.

Capital Receipt Pooling

A proportion of the receipts received from housing disposals (i.e. Dwellings, land and other Housing assets – Net of statutory deductions and allowances) is payable to the Government (pooled) which then redistributes the pooled money as appropriate.

Cash Flow Statement

A summary of the inflows and outflows of cash arising from revenue and capital activities during the year.

Collection Fund

A fund administered by Billing Authorities which receives payments of Council Tax and Business Rates. Amounts are then paid from this fund (precepts) to precepting authorities (Essex Police and Crime Commissioner, Essex Fire Authority and Essex County Council) with an amount retained by the Council. The total collected from Business Rates is also paid from this fund to Central Government, Essex Fire Authority and Essex County Council with an amount of 40% retained by the Council.

Community Assets

Assets that the Council intends to hold in perpetuity that have no determinable useful life, or that may have restrictions on their disposal, e.g. open spaces not used in the direct provision of services.

Council Tax

A charge on residential properties within the Council's area to finance a proportion of the Council's and Precepting Authorities' annual expenditure.

Creditors

Amounts owed by the Council for work done or for goods and services received within the accounting period but for which payment was not made by the end of the accounting period.

Current Assets

Assets that are either cash or can be readily converted into cash, e.g. inventories and debtors.

Current Liabilities

Amounts which will become due for payment immediately or in the short term, for example, usually in the next twelve months following the accounting period being reported.

Debtors

Amounts due to the Council for goods or services provided within the accounting period but not received by the end of the accounting period.

Deferred Capital Receipts

Amounts due to the Council from the sale of assets which are not receivable immediately when the sale is completed.

Defined Benefit Scheme

A pension scheme in which the rules specify the benefits to be paid to members and the scheme is financed accordingly.

Depreciation

The notional loss in value of an asset due to age, wear and tear, deterioration and obsolescence.

Earmarked Reserve

A sum set aside to meet commitments in future years.

General Fund

The main account of the Council which records the net cost of providing services each year.

Government Grants

Payments by central government departments towards the cost of the Council's services. They can be general grants such as the Revenue Support Grant or may be for a specific purpose, for example, Coast Protection.

Heritage Assets

Assets with historical, artistic, scientific, technological, geophysical or environmental qualities that are held and maintained principally for their contribution to knowledge and culture.

Housing Revenue Account (HRA)

Similar in purpose to the General Fund but this account records all of the transactions relating to the Council's housing activities, e.g. management, repairs and improvements to the Council's housing stock and rents due from tenants.

Impairment

A reduction in the value of a non-current asset resulting from either: obsolescence, physical damage or an accepted method of asset valuation (most commonly market valuation).

Intangible Assets

These assets are similar to non-current assets in that they can be expected to be of use or benefit to the Council in delivering its services for more than one accounting period. These however do not have physical substance; the main example is IT Software.

Inventories

Items of materials and stores purchased by the Council to use on a continuing basis in delivering its services. The value of the items not used by the Council by the end of the accounting period being reported, are included as current assets in the balance sheet.

Leasing

A method of acquiring/utilising an asset in the provision of the Council's services. Principally there are two types of lease:

- ❖ Operating leases where an annual payment is made to an external supplier for the use of an asset which is then returned at the end of the lease.
- ❖ Finance Lease where an annual payment is made as above although the payment comprises of a principal element and an interest element and a substantial part of the risks and rewards of ownership pass to the lessee.

Major Repairs Reserve (MRR)

A capital reserve held for investment in the replacement of structures and components of the Council's Housing stock. This reserve is funded from the HRA via a depreciation charge along with further voluntary contributions where necessary to meet the cost of future capital expenditure. Interest earned on the MRR balance is credited directly to the HRA.

Minimum Revenue Provision (MRP)

Local authorities must make prudent provision for the repayment of its debt. MRP is the minimum amount which must be charged to the revenue account each year in order to provide for the repayment of loans and other amounts borrowed by the Council. Authorities are free to make additional voluntary provisions from the General Fund, HRA or from capital resources.

Non-Current Assets

Assets which can be expected to be of use or benefit to the Council in delivering its services for more than one accounting period.

Precept

The amount levied by a Precepting Authority on a Billing Authority to meet its annual expenditure requirements.

Precepting Authority

Public Sector bodies including county and parish/town councils, police and fire authorities, which cannot levy a council tax directly on the public but have the power to precept Billing Authorities.

Provisions

Amounts set aside to meet future costs, resulting from a past event, of uncertain timing which are likely or certain and for which a reliable estimate can be made.

Prudential Code

The Prudential Code sets out the system of capital financing and capital controls for Local Authorities. Prudential limits apply to all borrowing, qualifying credit arrangements and other long-term liabilities – whether supported by government or entirely self-financed. The Code seeks to ensure that local authorities' capital investment plans are affordable, prudent and sustainable; that treasury management decisions are taken in accordance with good professional practice; and that local strategic planning, asset management planning and proper option appraisal are supported.

Public Works Loan Board (PWLB)

A government body that lends money to public bodies for capital purposes with rates of interest being determined by HM Treasury.

Reserves

Amounts set aside to meet future costs that have been identified at the end of the accounting period being reported.

Revenue Support Grant (RSG)

Central government provides financial support towards the general expenditure of Local Authorities. The entitlement of each Local Authority is determined by a prescribed methodology.

Revenue Account

An account which records the Council's day to day expenditure and income on items such as salaries, repairs and maintenance, and other running costs.

Revenue Expenditure Funded from Capital under Statute

Expenditure which may be capitalised but where the Council does not control the economic benefits that may arise, for example, capital grants made to external organisations.

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AUDIT COMMITTEE

26 JULY 2018

REPORT OF DEPUTY CHIEF EXECUTIVE

A.3 CORPORATE RISK UPDATE

(Report prepared by Clare Lewis)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To present to the Audit Committee the updated Corporate Risk Register.

EXECUTIVE SUMMARY

- The Corporate Risk Register is regularly updated and presented to the Audit Committee every 6 months.
- The following table summarises the position at the end of the period under review with updated information provided within the register where necessary:

Item	Number
New Risks Identified	1
Risks Removed	0
Risk Score Amended	2
Risks Under Review	0
Risks Amended	6

RECOMMENDATION(S)

That the Audit Committee notes the updates provided to the current Corporate Risk Register.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

Risk assessment, monitoring and control forms the central tool for managing the strategic risks that may prevent the Council from achieving the corporate priorities as identified in the Corporate Plan and associated corporate goals.

FINANCE, OTHER RESOURCES AND RISK

Finance and other resources

The risk management approach can be delivered within existing budgets.

Risk

The subject of risk and its management by the Council is set out in the main body of this report.

LEGAL

There are no specific legal implications.

OTHER IMPLICATIONS

Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.

Crime and Disorder / Equality and Diversity / Health Inequalities / Area or Ward affected / Consultation/Public Engagement.

There are no other direct implications.

PART 3 – SUPPORTING INFORMATION**BACKGROUND**

The Corporate Risk Register was last presented to the Committee in January 2018.

The Terms of Reference for the Audit Committee include a responsibility to provide independent assurance of the adequacy of the risk management framework and the associated control environment. The Corporate Risk Register is therefore brought to the Committee at six monthly intervals to enable the Committee to fulfil its role.

CURRENT POSITION**Corporate Risk Management Framework**

Although no changes have been identified as being required at this time, the framework is included at **Appendix A** for information only.

Corporate Risk Register

Since the Corporate Risk Register was reported to the Audit Committee in January 2018, one new risk has been identified. For completeness, the following table sets out all amendments to the Risk Register since it was last considered by the Committee.

Risk Register Item	Amendments / Comments
New Risks Identified	1d – Ineffective Cyber Security Physical and Application (software) Based Protection Management
Risks Removed	None
Residual Risk Scores Amended	<p>2d – Building Council Homes (score reduced from 8 to 4) that reflects advantageous changes to the financial framework the Council works within.</p> <p>2h – Essex Family / Family Solutions (score reduced from 15 to 5) To reflect that the Family Support Worker post has now been moved over onto the</p>

	Council establishment, which significantly reduces the risk.
Risk under review	None
Risks Amended	<p>1a – Failure to effectively manage assets – Note added to reflect the transformation project. A separate risk assessment is in place.</p> <p>1b - Catastrophic IT network failure – Changes made to the wording on the control section and the wording changed on the warning indicator to reflect the most up to date position.</p> <p>1c - Ineffective communication / management of information - Changes made to the risk details provided and to the control section/warning indicators and target review date reviewed, which provides an update on the actions taken relating to the roll out of IDOX – document imaging system, across TDC.</p> <p>2d - Building Council Homes – Changes made to the control section to reflect changes to the Government policy in respect of HRA borrowing headroom.</p> <p>2h Essex Family / Family Solutions – Changes made to the control section as the Family Support Worker post has now been moved over onto the Council establishment, which reduces the risk.</p> <p>5a- Financial Strategy – Additional wording provided within the control section relating to the potential to revert back to the traditional / short term approach to the budget if the long term plans does not deliver its intended outcomes.</p>

During 2017/18 a review was carried out by the Councils internal audit team relating to risk Management. The following table sets out the recommendations identified and the current position against each action:

Agreed Action	Current Position
<p>Management Team to promote the importance of operational risk management within the organisation and ensure that Senior Managers implement a process for identifying and mitigating risks in coordination with the Corporate Fraud and Risk Manager.</p> <p>One to one meetings will continue to take place between Senior Managers and the Corporate Fraud and Risk Manager to identify and record key operational risks within their service areas. Support to be provided by Internal Audit if required.</p>	<p>Management Team are currently working with the Fraud and Risk Manager to effectively promote the importance of operational risk management within the Council. The Corporate Fraud and Risk Manager will be attending Management Team meetings on a quarterly basis and provide monthly updates.</p> <p>One to one meetings have started to be carried out with senior managers and reviews of the Council's departmental risk registers are being undertaken.</p> <p>Any gaps identified will be included in the next corporate risk register update.</p> <p>Update to be provided at the January 2019 meeting of the Committee.</p>
<p>Once all departmental risk registers are implemented, the Corporate Fraud and Risk Manager is to embed a quality control process for monitoring business risks and verifying the recorded mitigating controls. This should involve process walkthrough's, reviews of supporting documentation and assessments of target dates / resources required to implement controls</p>	<p>The Corporate Fraud and Risk Manager have arranged one to one meetings with senior managers to discuss business risks, once identified the findings will be reviewed on a more regular basis.</p> <p>Update to be provided at the January 2019 meeting of the Committee.</p>

BACKGROUND PAPERS FOR THE DECISION
None

APPENDICES
<p>Appendix A – Risk Management Framework Appendix B – Corporate Risk Register</p>

Tendring
District Council



RISK MANAGEMENT FRAMEWORK

July 2018

1. INTRODUCTION

Risk management is an essential element of good governance. CIPFA / Solace in their “Delivering Good Governance in Local Government” guidance note (2016) identify as a core principle of good governance that authorities “**manage risks and performance through robust internal control and strong public financial management**”.

Risk management is not about being risk averse, it is about being risk aware. For the Council to make the most of its opportunities and to achieve its objectives, the Council will be exposed to risk. By being risk aware and understanding its risk appetite, the Council will be better able to take advantage of opportunities and mitigate threats.

To secure maximum benefit for Tendring District Council, the risk management framework must be integrated with departmental planning. Risk registers must be regularly reviewed and must be meaningful, consistent and current.

This framework is to ensure that the Council has a robust yet proportionate approach to risk management.

2. THE NEED FOR RISK MANAGEMENT

Risks are uncertainties that matter and may impact on the delivery of the Council's objectives and services. Risk exposure to the Council arises from the functions and activities it undertakes. Risk exposure will also arise as the Council increases its partnership and multiagency work – whilst control of risks in such instances may be outside of the Council's direct control, the risk exposure needs to be taken into account within the risk management process.

Risk management is the systematic method of identifying, assessing, prioritising, controlling, monitoring, reviewing and communicating risks associated with any activity, function or process in a way that enables the Council to minimise the threats it is exposed to and to maximise the opportunities for achievement of its objectives.

The Council acknowledges that risk management plays a key role in better informed decision making and in assisting in the support and delivery of key objectives, projects and services. It aids in creating an environment that: -

- Maximises opportunities
- Minimises threats
- Adds value

3. THE MANAGEMENT OF RISK

Risk exposure occurs at all levels within the Council. Therefore the Council's approach to risk is that it must be addressed on an integrated basis with everyone having roles and responsibilities for its management.

Risks are managed by evaluating the inherent and residual risks applicable, scored to provide a risk rating, which are then assessed taking account of the Council's risk tolerance / appetite.

Risks are captured, and managed at two levels: -

Corporate Risks

Corporate risks are those risks that potentially impact on the delivery of the Council's goals and objectives. They may include issues that have the potential to fundamentally affect service delivery or provision.

Corporate risks will be controlled in the Corporate Risk Register, owned by Management Team.

Operational Risks

Operational risks are those that potentially impact on the routine service delivery of the Council.

Operational risks are recorded in registers maintained by each department of the Council, and embedded in the departmental planning process. Each register is owned by the relevant Corporate Director / Head of Department.

4. RISK MANAGEMENT ROLES AND RESPONSIBILITIES

Audit Committee	Provides independent assurance of the adequacy of the risk management framework and the associated control environment	Receives reports on risk management at least twice each year
Management Team	The maintenance and review of the Corporate Risk Register	Receives updated Corporate Risk Register on a regular basis
Corporate Directors / Heads of Department / Senior Managers	Provide updates on any Corporate Risk where identified as Action Owner	Provide update monthly to Corporate Services
	The maintenance and review of Departmental Risk Registers	Provide update monthly to Corporate Services
Audit and Governance Manager (Governance Role)	Maintenance of the Corporate Risk Register taking into account updates from Management Team, Corporate Directors / Head of Department / Senior Managers	Submit Corporate Risk Register to Management Team on a regular basis
	Support Departments in the continued development and maintenance of Departmental Risk Registers ensuring content is consistent with this framework	As required
	Review and update of Risk Management Framework	As required
Audit and Governance Manager (Internal Audit Role)	Maintenance of Internal Audit Universe and Audit Plans, and the undertaking of audits taking account of risks within Corporate and Departmental Risk Registers	Ongoing
	Audits of Risk Management process at Corporate and Departmental level	Annually
	Reporting on any significant risk exposures for consideration of inclusion in the appropriate Risk Register, identified from the work of Internal Audit.	As required
All Employees	Taking of reasonable steps to manage risk effectively in their roles	Ongoing

5. RISK REGISTERS

Risk registers are working documents that support senior management in the running of the Council.

Risk Registers will use a standard format, and record:

- A reference number for the risk
- Risk details
- Inherent risk scores and rating
- Identified controls in place to mitigate each risk
- Warning indicators
- Action owner
- Target / Review Date
- Residual risk scores and rating
- An indicator of direction of travel of each risk

The Corporate Risk Register will be structured to highlight high level corporate risk themes, with each containing detail of the identified corporate risks within that theme.

Whilst using the standard format, Departments can order risks to suit their own needs. Departments must though consider in preparing Departmental Risk Registers the exposure to risk across all of their functions, and the requirements of this framework. Registers must include all risks that would materially affect the operation of each department's activities.

The Council's Risk Registers take account of two forms of risk: -

Inherent Risk This is the level of risk that is **present before the application of any controls**. Measured by evaluating the impact and probability of the risk to calculate an Inherent Risk Rating.

Residual Risk This is the level of risk **remaining after application of controls**. The Residual Risk Rating is calculated on the same basis as for inherent risk, but factoring in any changes in impact and probability arising from the controls in place to mitigate the inherent risk.

Risks must be scored taking into account the scoring elements detailed in this framework, to provide a consistent approach across the Council.

Having identified each risk, and taking account of the extent of exposure to the Council, consideration should be given as appropriate to the level of exposure whether that risk should be:

Treated Procedures and controls in place or added that enable that risk to be mitigated to an acceptable level.

Tolerated It is not cost effective, or feasible, to address the risk, therefore the risk is accepted. This may not be acceptable where the risk is scored as High.

Transferred The risk is transferred to another body, eg by obtaining insurance cover. It will not be possible to transfer all types of risk.

Terminated Cease doing the activity that creates the risk exposure. Often this will not be possible.

Within the Council's Risk Registers it is expected that most risks identified will either be Treated or Tolerated.

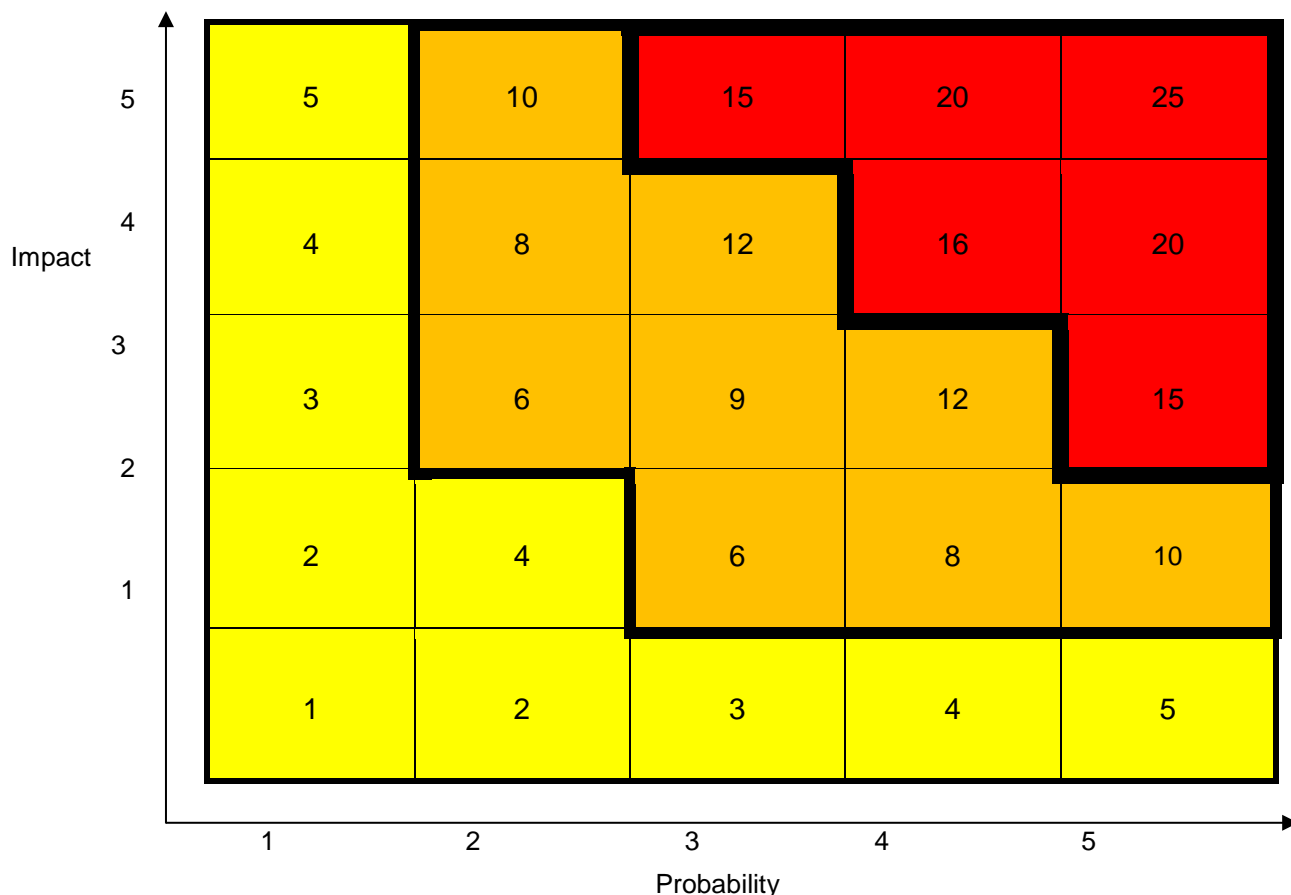
6. RISK RATING ELEMENTS - IMPACT

Risk level	Impact				
	Level	Financial	Service Delivery	Safety	Reputation
5	Critical	Loss of more than £1m	Effective service delivery is unachievable.	Fatality (Single or Multiple)	Reputation damage is severe and widespread i.e. Regulatory body intervention
4	Major	Loss above 250K but below £1m	Effective service delivery is severely disrupted in one or more areas	Multiple serious injuries requiring professional medical treatment	Reputation damage occurs with key partners.
3	Sizeable	Loss above £25K below £250K	Effective service delivery is disrupted in specific areas of the Council.	Injury to an individual(s) requiring professional medical treatment	Reputation damage is localised and/or relatively minor for the Council as a whole
2	Moderate	Loss above £5K below £25K	Delays in effective service delivery	Minor injury - no professional medical treatment	Slight reputation damage
1	Minor	Loss of up to £5K	Minor disruption to effective service delivery i.e. Staff in unplanned absence for up to one week	No treatment required	Reputation damage only on personal level

7. RISK RATING ELEMENTS - PROBABILITY

Timescale → ↓ Probability	Up to 6 months	To 12 months	To 24 months	To 60 months	60+ months
Over 80%	5	4	3	2	1
65%-80%	4	4	3	2	1
50 – 64%	3	3	3	2	1
30 – 49%	2	2	2	2	1
Less than 30%	1	1	1	1	1

8. RISK MATRIX



Impact x Probability = Overall Risk Rating

20

High Risk (Rating of 15 -25)

Risks at this level will be considered to be above the Council’s risk tolerance level. These risks require immediate attention and, as a high priority, a plan should be put together to provide sufficient mitigation resulting in a lower rating for the residual risk, wherever possible.

Management Team should regularly review any risks in the Corporate Risk Register where the mitigated level remains above the risk tolerance level.

Where a risk in a Departmental Risk Register scores at this level, consideration will be given to any corporate impact, and whether there is a need for the risk to be considered within the Corporate Risk Register.

12

Medium Risk (Rating of 6 – 12)

Controls should be put in place to mitigate the risk, wherever possible, especially where the risk is close to the risk tolerance level, or is increasing over time. However where the options for mitigation would not provide value for money, the risk may be tolerated.

4

Low Risk (Rating of 1 – 5)

No action required to mitigate these risks.

9. RISK REGISTER FORMAT

Corporate Risk Register (Example of format)

Risk No	Risk Details	Inherent Risk			Controls We control the risk by:	Warning Indicators	Action Owner	Target / Review Date	Residual Risk			Contribution to / Secondary Risk Supported	
		Impact 1-5	Probability 1-5	Inherent Risk Rating					Impact 1-5	Probability 1-5	Residual Risk Rating		
1	Failure to deliver key services												
1a	Failure to effectively manage assets	5	3	15	Bringing the management of assets together within a dedicated team rather than devolved across the organisation. Implementing and developing an Asset Strategy and associated delivery plan and ensuring an effective and flexible property dealing policy	Loss of developments or transactions	Andy White	Summer 15	3	2	6		2 & 3

Departmental Risk Register (Example of format)

Risk No	Risk Details	Inherent Risk			Controls We control the risk by:	Warning Indicators	Action Owner	Target Date	Residual Risk			Contribution to / Secondary Risk Supported	
		Impact 1-5	Probability 1-5	Inherent Risk Rating					Impact 1-5	Probability 1-5	Residual Risk Rating		
FP1	Accountancy - Accounts not approved by statutory deadline	5	2	10	Detailed timetable drawn up, regular/weekly meetings of Accountancy staff to monitor progress. liaison with External Auditor Controls adequate with normal staffing levels.	Significant adverse issues emerging from work of external audit	Richard Bull	No outstanding actions	2	2	4		

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Corporate Risk Register July 2018

Tendring
District Council



INTRODUCTION

The management of Risk is a key element to any organisation in order to protect its resources (human & physical), finances and reputation. By undertaking regular, stringent and structured analysis of the risks faced by the organisation senior managers are able to take strategic decisions to mitigate against such risks whilst still being able to take the necessary decisions for a progressive council.

This document explains the methodology used to analyse and identify the risks which are considered to be of a sufficient level to be monitored corporately. The process of identifying risks is a linear examination at service, departmental and subsequently corporate level. It is only by undertaking a thorough and detailed risk assessment that this can be achieved.

Each risk is assessed for the likelihood of the risk occurring, as well as the potential impact of such an occurrence. The combination of these two factors gives an initial risk rating. Each risk is then 'managed' by the implementation of control measures. It is then re-assessed to give a residual risk rating.

Only risks which would have a significant corporate-level impact upon the ability of the Council to undertake its normal service delivery, finances, safety, or reputation are reported at this level.

DEFINITIONS

Risk: A risk is an event or action which may adversely affect the Council. It can arise from the possibility of not realising opportunities as well as from a threat materialising. Risk management is embedded across the organisation and forms part of each directorate's everyday function. They follow the format '[x...] leading to [y...] resulting in [z]'. Please note that as we increase our partnership and multi-agency work, risks become increasingly complex as controls may become out of our direct control.

Inherent risk: This is the level of risk that is present before controls have been applied. Measured by evaluating the impact and probability of the risk to calculate an Inherent Risk Rating.

Residual risk: This is the level of risk remaining after application of controls. The Residual Risk Rating is calculated on the same basis as for inherent risk, but factoring in any changes in impact and probability arising from the controls in place to mitigate the inherent risk.

Control: Controls are a key mechanism for managing risk and are put in place to provide reasonable assurance. Examples of controls can include policies and procedures adopted, progression of ongoing actions, or implementation of recommendations resulting from internal audits.

Warning indicators: These are the mechanisms or issues that will highlight that the risk is not being mitigated by the controls identified, or to the extent expected. These can be internal or external to the organisation.

RISK RATING CATEGORIES

20 **High Risks (Rating of 15-25)**

- Risks at this level will be considered to be above the Council's risk tolerance level. These risks require immediate attention and, as a high priority, a plan needs to be put together to provide sufficient mitigation resulting in a lower rating for the residual risk, wherever possible.
- Management Team should regularly review any risks in the Corporate Risk Register where the mitigated level remains above the risk tolerance level.
- Where a risk in a Departmental Risk Register scores at this level, consideration will be given to any corporate impact, and whether there is a need for the risk to be considered in the Corporate Risk Register.

12 **Medium Risks (Rating of 6-12)**

- Controls should be put in place to mitigate the risk, wherever possible, especially where the risk is close to the risk tolerance level, or is increasing over time. However where the options for mitigation would not provide value for money, the risk may be tolerated.

4 **Low Risks (Rating of 1-5)**

- No action required to mitigate these risks.

CORPORATE RISK REGISTER – JUNE 2016

Risk No	Risk Details	Inherent Risk			Controls We Control the risk by:	Warning Indicators	Action Owner	Target / Review Date	Residual Risk			Contribution to / Secondary Risk supported	
		Impact 1-5	Probability 1-5	Inherent Risk Rating					Impact 1-5	Probability 1-5	Inherent Risk Rating		
1	Failure to deliver key services												
1a	Failure to effectively manage assets	3	3	9	<p>Implementing and developing an Asset Strategy and associated delivery plan and ensuring an effective and flexible property dealing policy</p> <p>Adopted by full council in May 2017 new office practice completed</p> <p>NOTE - The transformation project has its own separate risk assessment which is being managed by the Transformation Project Team and therefore not need to form part of this document.</p>	Loss of developments or transactions	Andy White	Ongoing	2	2	4	↓	2 & 3
1b	Catastrophic IT network failure	5	3	15	<p>Cisco -based corporate network replacement works completed in 2014. Significant Transformation network investment being undertaken during 2018/19 including; re-design, renewed cabling, existing equipment re-use, significant shift to WiFi working/ flexibility, additional resilience, further removal of single points of failure. Investment in remote working capabilities and over 360 staff using laptops facilitates staff working from alternate locations(s) should a significant issue occur.</p> <p>Resilience built into other IT Investment Strategies including 'mirrored' data storage at Town Hall and Barnes House and enhanced data backup.</p> <p>The agreed Digital Transformation programme will see the Council migrate 80% of its IT applications onto the Microsoft Azure platform 2018-2020 resulting in significantly increased resilience and 'disaster recovery' capability.</p> <p>The new network support and maintenance contract with Intergence Systems Ltd from August 2018 alongside their greatly enhanced network monitoring/ reporting proposals will give greater network visibility and instils confidence moving forwards.</p>	Greatly enhanced 24/7 Network visibility, monitoring, reporting and alarms	John Higgins	Ongoing	5	1	5	↓	2 & 3

Risk No	Risk Details	Inherent Risk			Controls		Warning Indicators	Action Owner	Target / Review Date	Residual Risk			Contribution to / Secondary Risk supported
		Impact 1-5	Probability 1-5	Inherent Risk Rating	We Control the risk by:					Impact 1-5	Probability 1-5	Inherent Risk Rating	
1c	<p>Ineffective communication / management of information Failure to adopt, implement and foster effective communication and information systems with an adverse impact on the ability to deliver services or relationship with key stakeholders.</p>	5	3	15	<p>Tendring District Council has robust Information Governance policies and practices based upon shared Essex-wide 'best practice' Information Governance policies. We undertake quarterly information governance monitoring through our Information Governance Policy Unit (strategic) and the Information Security Management Group (operational). Our processes are annually audited to ensure they remain fit for purpose.</p> <p>The IDOX Electronic Document Records Management System (digital storage/ retrieval of paper records) has been rolled out to all services with the exception of Revenues and Benefits who have a specialist system (IDOC). Northgate Public Services have identified that IDOC will be discontinued so the Revenues and Benefits service will move onto the IDOX system during 2018/19.</p> <p>The Council achieved compliance with the European General Data Protection Regulation (GDPR) and the UK Data Protection Act 2018 on 25/05/18 after an intensive work programme of external audit, training and compliance work. Continued vigilance with regard to Information Governance resources and training and budget is required to minimise the risk of an information breach or failure to comply with legislation</p>	<p>Annual IT staff survey, Communications Group and Departmental IT Champions</p> <p>Monitoring/ investigation of each security breach report</p>	John Higgins	Ongoing	5	2	10	↓	2 & 3
1d	<p>Ineffective Cyber Security Physical and Application (software) Based Protection Management Failure to adopt, implement and deliver effective Cyber Security protective arrangements leading to a catastrophic or significant IT cyber security breach or loss of personal, sensitive or vulnerable persons' data or inability to/ adverse impact upon provide IT services and applications supporting Council services.</p>	5	4	20	<p>Tendring District Council has robust Cyber Security physical devices (Firewalls), network segregation and malware protective software applications operational 24/7 to protect the Council from the daily occurrences of external Cyber attack. External specialist contractors are used to manage/ maintain our external Firewall protections.</p> <p>In recognition of the need to raise staff awareness/ vigilance and cyber security knowledge the Council was the first in Essex to roll-out cyber security training to staff and to members in partnership with the Essex Police Cyber Crime Unit. Training videos are also available for staff and members to complete.</p> <p>Our Public services Network (PSN) connectivity to central government is independently security tested via an 'IT Health Check' as a key element of our annual PSN audit process providing details of Critical, High, Medium and Low risk cyber security weaknesses.</p> <p>Our final data defence is that of robust daily backup and physical storage of this backed up data for use in a significant or cyber breach situation</p>	<p>Best of 'breed' malware detection application(s) warnings.</p> <p>External monitoring 24/7</p> <p>Annual PSN Cyber Security IT Health Check testing/ report by National Cyber security Centre (NCSC) registered independent contractor</p>	John Higgins	Ongoing	5	3	15	↓	2 & 3

Risk No	Risk Details	Inherent Risk			Controls		Warning Indicators	Action Owner	Target / Review Date	Residual Risk			Contribution to / Secondary Risk supported
		Impact 1-5	Probability 1-5	Inherent Risk Rating	We Control the risk by:					Impact 1-5	Probability 1-5	Inherent Risk Rating	
2	Failure to deliver key projects												
2a	Coastal Defence The Council has a coastline of 60km and maintains the sea defence structures along 18.5km of this frontage. These defences protect the towns of Harwich, Dovercourt, Walton on the Naze, Frinton on Sea, Holland on Sea, Clacton and Brightlingsea. Unforeseen expenditure may be required on sea defences; which if left to deteriorate could cause catastrophic cliff failure and impact safety of residents/visitors nearby. The East Coast of the UK is vulnerable to a phenomenon called a North Sea Tidal Surge.	5	1	5	Carrying out annual inspections of coast protection structures and responding swiftly to public reporting of faults. An annual maintenance programme for the coastal frontage is set each year with an appropriate budget to cover the works. Each year sections of the sea defences are improved as part of a rolling programme of special maintenance schemes funded from the Council's Revenue Budgets. Works undertaken range from day to day maintenance of promenades and seawalls to schemes costing millions of pounds. Larger capital schemes attracting grant in aid are produced to comply with Defra guidelines and their High Level Targets for coast protection.	Under Review	Damian Williams	Annually	1	1	1	↓	3
2c	Community Leadership Projects Potential for impact to the reputation of the Council and impact on Communities, through failure to deliver key projects with partners.	4	3	12	Clearly defined ToR agreed between partners & TDC. Action plans agreed as appropriate for each project and reviewed on a regular basis.	Action plan not delivered (regular monitoring and feedback to CL&P Committee. Portfolio Holder and external boards)	Karen Neath / Anastasia Simpson / John Fox	Annually	4	2	8	↓	3
2d	Building Council Homes Continuing uncertainty over Business plan capacity due government lack of clarity	4	2	8	Council has been identified as one of the Councils which can bid for an increase in borrowing headroom but still uncertainty over sale of high value assets. Business Plan is being updated, using known assumptions to test viability models around different build rates.	Under Review	Paul Price	Annually	2	2	4	↓	-
Page 268	Ineffective delivery of Transforming Tending project Failure to provide effective change management and the coordination of corporate resources with an adverse impact on organisational focus and delivery	5	3	15	Through the provision of effective organisational leadership through culture, change management, vision, values, communication and encouraging innovation and empowering staff.	To be reviewed once project proposal agreed by Members	Management Team (Martyn Knappett)	Monthly once project live	3	1	3	↓	3
2h	Essex Family / Family Solutions A TDC appointed Family Support Worker working within Tending Family Solutions Team. Risks of the project include potential breaches of data protection, Council reputation and professional liability (working with vulnerable families)	5	3	15	Matrix management arrangements in place between TDC and ECC with clear workload management. The TDC FSW will be subject to the same control environment as other team members within Family Solutions. TDC has increased management capacity to oversee the FSW position. Funding has now been secured to move the post onto the Council establishment.	Family complaints / non disengagement from statutory providers.	Anastasia Simpson	Ongoing	5	1	5	↓	3 & 6

Risk No	Risk Details	Inherent Risk			Controls		Warning Indicators	Action Owner	Target / Review Date	Residual Risk			Contribution to / Secondary Risk supported
		Impact 1-5	Probability 1-5	Inherent Risk Rating	We Control the risk by:					Impact 1-5	Probability 1-5	Inherent Risk Rating	
2i	Garden Communities The project fails to come to fruition due to land control / Local Plan issues	3	4	12	Breakpoints exist which enable termination of the project if a scenario develops which provides unacceptable commercial viability	Landowner agreements not reached by time of Local Plan Pre Submission Draft Scheme not included in Local Plan Pre Submission Draft	Martyn Knappett	Ongoing	1	1	1	↓	7
3 Reputational damage													
3a	Member Conduct	4	3	12	Regular reports to Standards Committee and discussions with Group Leaders	Number of Complaints increasing	Management Team (Lisa Hastings)	Monthly	4	1	4	↓	-
3b	Failure to comply with legislative requirements Risk of judicial reviews or injunctions being sought against the Council, causing delay in service delivery and financial loss to defend actions.	4	4	16	Ensuring that communication between the Directors and Service Managers with the Legal Team is kept up to date with regards to priorities and project planning. Regular discussions to be held between Services. Head of Governance and Legal Services to be kept informed of new developments through Management Team and Cabinet agendas.	Pre-action protocol letters being received for potential judicial review claims	Lisa Hastings	Ongoing	2	1	2	↓	-
3c	Health and Safety Failure to have effective health and safety processes in place exposing public and staff to increased risk of injury or illness	5	4	20	Identifying an officer with overall responsibility for ensuring that effective health and safety processes in place	Incident reports Inspection results	Richard Barrett	Ongoing	5	2	10	↓	-
3d	Fraud and Corruption Failure to deliver effective counter fraud activities	3	5	15	Established Fraud and Compliance Team undertaking counter fraud role Internal Audit Team providing advice / recommendations to improve control environment and mitigate exposure to fraud risks Rules and procedures as laid down in the Constitution	Frauds identified Procedures not being followed	Richard Barrett	Ongoing	2	5	10	↓	5, 8
4 Ineffective workforce management and planning													
4a	Loss of Key Staff Loss of key staff either through service changes or natural turnover impacting on delivery and /or reputational risk e.g. managing elections	4	3	12	Effective HR Processes in place (being developed) to identify early signs of workforce issues (including age profile) and processes in place for recruitment of right skills. Skills focus and flexible approach across Council. "Grow your own staff"	Staff turnover rates / inability to recruit	Management Team (Anastasia Simpson)	Monthly	4	3	12	↔	1,2,6,7 & 8
4b	Lack of capacity to deliver core services	4	3	12	Identification of areas of key person dependency, skills and competency matching and corporate approach to the delivery of key services and projects through secondments / cross service working.	Staff turnover rates / inability to recruit	Management Team (Anastasia Simpson)	Monthly	4	3	12	↔	3 & 5

5	Failure to deliver a balanced and sustainable budget												
5a	<p>Financial Strategy The impact of achieving a balanced budget in an ever-tightening financial environment on service delivery objectives.</p>	5	4	20	<ul style="list-style-type: none"> • Long Term Financial Plan updated on an ongoing basis. • Financial Strategy / Forecast Preparation including identifying and capturing significant risks such as changes to government funding, and the identification of savings which will require some challenging decisions. • Robust and timely Budget Monitoring Processes. • Engagement with key stakeholders, members and senior management as early as possible. • Responding to and implementing recommendations and advice issued by the Council's External Auditor. • Material savings options to be individually risk assessed <p><i>If the event that the long term approach does not deliver the intended outcomes then the Council can revert to the more traditional / short term approach to setting the budget.</i></p>	<p>Adverse financial forecasts within the long term financial sustainability plan</p> <p>Timing of decisions relating to savings not in line with the long term forecast.</p> <p>Adverse issues identified via the Corporate Budget Monitoring Process.</p> <p>Lack of actions / monitoring in response to recommendations and advice issued by the External Auditor.</p>	Richard Barrett	Ongoing	5	3	15	↓	1, 2, 3, 4 & 8

6		Ineffective management of information												
6a	Loss of sensitive and/or personal data through malicious actions loss theft and/or hacking	4	5	20	IT Health check (simulated vulnerability attacks) and resolution/ mitigation regime achieving compliance with central government National Security Cyber Centre (NCSC) security guidelines audited annually. Multi-firewall network segregation implemented with role-based access to systems necessary for work. Security is further strengthened through Citrix access control and segregation of Citrix managed access to different areas. Governance procedures/ policies/ responsibilities comments including quarterly review of all reported security breaches. All officer mobile devices (laptops, tablet and phones) are encrypted with complex passwords and are managed using Microsoft Mobile device Management (MDM) to further protect data. A corporate IT Service re-structure is estimated to be completed August 2017 with increased focus and training on cyber security. Recent purchase of enhancement module for corporate anti-malware software focussing on early detection/ isolation of Ransomware infection. Ongoing campaign to educate staff and members as to malware attacks e.g. phishing risks.	Security Incident report & ongoing staff awareness.	John Higgins	Ongoing	5	2	10	↓	3	
Page 27	Disconnection from PSN Network Failure to achieve PSN recertification resulting in disconnection from PSN services, e.g. DWP, IER etc. and urgent alternative arrangements to continue providing statutory service	5	4	20	This risk constitutes an annual cycle of IT security Health Check using a registered consultant, remediation/ resolution of any security issues identified then completion and submission of compliance documentation to central government national Cyber Security Centre (NCSC) for PSN recertification. Note: The Council remains at risk from any new CESG rules and ongoing further Whitehall hardening of security regulations on an ongoing basis. This can only be remediated through monitoring latest available guidance and/ or responding to NCSC challenges during the annual PSN process itself. Annual process currently awaiting further response from NCSC following their challenge/ acceptance of our latest IT Health Check submission.	PSN/ CESG communications, outcome of IT Health checks, monitoring/ discussion with IT Support partner(s).	John Higgins	On-going on an annual cycle and currently under review	5	1	5	↓	1, 2 & 3	
6d	Virus / Malware Malicious code entering the TDC network and performing actions without consent	5	4	20	All TDC servers, desktops and laptops include Anti-Virus and Malware protection and are updated/ patched with latest software revisions. Standard users are further protected as admin rights are required to run executable and standard users do not have this level of access. All internet traffic is routed through our firewall and proxy server, both providing a further level of agreed security. All emails are routed through our email filtering system providing extra agreed security. User education - Staff are aware of what to do if they notice any suspicious activity which could be related to viruses/malware. Regular agreed backups are taken so that restores can take place if required.	Virus / malware production alerts. Users reporting unusual / suspicious activity. Monitoring programs alerting of suspicious activity	John Higgins	Ongoing	5	1	5	↓	1, 2 & 3	
7		Failure to adopt a sound Local Plan												
7a	Local Plan Failure to achieve a positive result from the Examination in Public into the Local Plan submitted in October 2017.	4	4	12	Officers worked closely with the other North Essex Authorities, other partners and have taken advice as necessary to submit a robust Local Plan to prepare for the examination in public.	Negative advice from external advisors or lack of agreement with partner authorities. .	Catherine Bicknell, Gary Guiver	Various	4	3	12	↓	3, 5 & 8	

8	Failure of income streams to meet Council's financial requirements and obligations to other bodies												
8a	Failure to collect levels of income required from Council Tax in order to fund the Council's financial requirements.	5	4	20	Regular budget monitoring including reports to Cabinet by tracking payments against budgetary profile. Monitored monthly in the TDC Performance Report.	Income below profile	Richard Barrett	Monthly	5	2	10	↓	5
8b	Failure to collect income required from Non Domestic Rates in order to meet the shares between the Government, Essex County Council, Essex Fire Authority and Tendring District Council	5	4	20	Regular budget monitoring including reports to Cabinet by tracking payments against budgetary profile. Monitored monthly in the TDC Performance Report.	Income below profile	Richard Barrett	Monthly	5	2	10	↓	5
9	Failure in emergency and Business Continuity Planning												
9a	Ineffective Emergency Planning The Council fails to effectively respond to an emergency and the community is adversely effected	4	3	12	Continue to develop and regularly test the Council's Emergency Plan including working with necessary partner organisation. Emergency Planning now falls under the responsibility of The Head of IT and Resilience and following a Corporate IT Service re-structure, resources have increased by 0.5fte in Emergency Planning adding additional resilience and commencing succession planning.	Extreme weather / disaster	John Higgins	Ongoing	3	2	6	↓	3
Page 272	Ineffective Business Continuity Planning The Council fails to effectively respond to an emergency / adverse event with an adverse impact on the delivery of services	5	3	15	Development and testing of Business Continuity plans.	Loss of infrastructure/staff	John Higgins	Ongoing	3	2	6	↓	1, 2 & 3

APPENDIX – METHODOLOGY FOR CALCULATING RISK

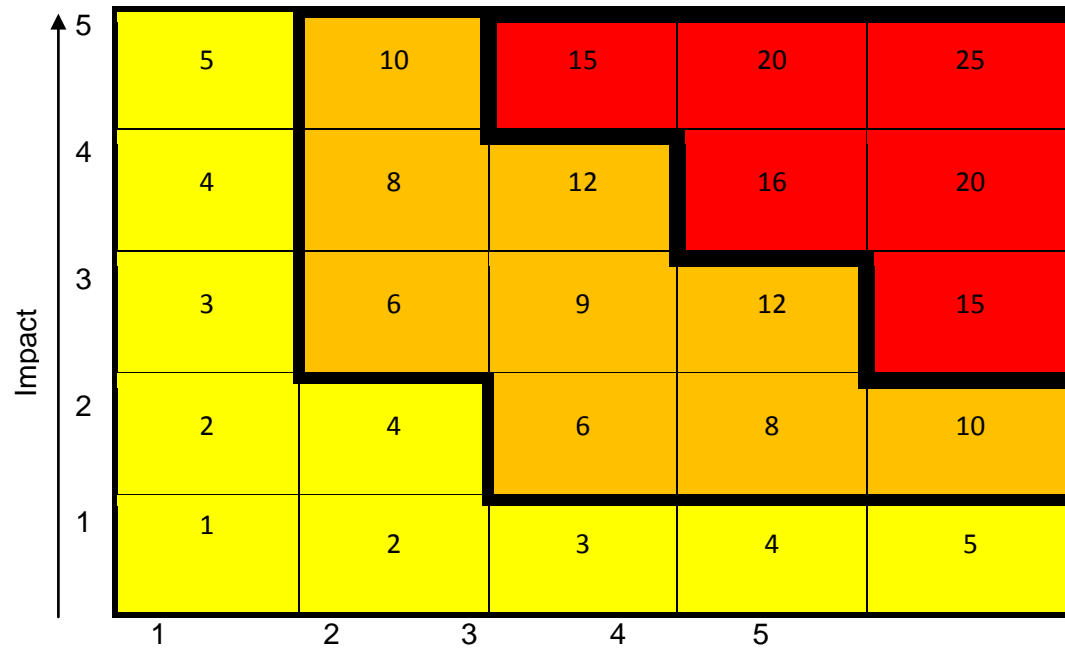
RISK RATING ELEMENTS - IMPACT

Risk level	Impact				
	Level	Financial	Service Delivery	Safety	Reputation
5	Critical	Loss of more than £1m	Effective service delivery is unachievable.	Fatality (Single or Multiple)	Reputation damage is severe and widespread i.e. Regulatory body intervention
4	Major	Loss above 250K but below £1m	Effective service delivery is severely disrupted in one or more areas	Multiple serious injuries requiring professional medical treatment	Reputation damage occurs with key partners.
3	Sizeable	Loss above £25K below £250K	Effective service delivery is disrupted in specific areas of the Council.	Injury to an individual(s) requiring professional medical treatment	Reputation damage is localised and/or relatively minor for the Council as a whole
2	Moderate	Loss above £5K below £25K	Delays in effective service delivery	Minor injury - no professional medical treatment	Slight reputation damage
1	Minor	Loss of up to £5K	Minor disruption to effective service delivery i.e. Staff in unplanned absence for up to one week	No treatment required	Reputation damage only on personal level

RISK RATING ELEMENTS - PROBABILITY

	→				
Timescale	Up to 6 months	To 12 months	To 24 months	To 60 months	60+ months
Probability					
Over 80%	5	4	3	2	1
65%-80%	4	4	3	2	1
50 – 64%	3	3	3	2	1
30 – 49%	2	2	2	2	1
Under 30%	1	1	1	1	1

RISK CALCULATION MATRIX



→
Probability

Impact x Probability = Overall Risk Rating

AUDIT COMMITTEE

26 JULY 2018

REPORT OF DEPUTY CHIEF EXECUTIVE

A.4 ANTI-FRAUD AND CORRUPTION STRATEGY

(Report prepared by Clare Lewis)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To present to the Audit Committee an updated Anti-Fraud and Corruption Strategy.

EXECUTIVE SUMMARY

- The Council's Fraud and Corruption Strategy was last updated in 2012.
- Following various changes, including the recent establishment of a dedicated Corporate Fraud Team within the Council, significant changes to the existing Strategy have been required.
- An updated Anti-Fraud and Corruption Strategy is therefore attached which incorporates the various elements of Cipfa's code of practice on managing the risk of fraud and corruption which was adopted by the Committee at its 22 March 2018 meeting.
- Subject to the Committee's approval, the Strategy will be circulated to various stakeholders as part of a consultation process before final recommendations are presented to the Committee later in the year.

RECOMMENDATION(S)

That the Audit Committee approves for consultation the updated Anti-Fraud and Corruption Strategy.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

As a public body Tendring District Council is both required and expected to demonstrate a commitment to a fraud and corruption policy. Consequently, the council expects all individuals and organisations associated with it to act with integrity and that all Members and employees will demonstrate their commitment to the content in this policy.

The Council strives to maintain a robust response to fraudulent activity directed towards it which in turn protects the financial position of the Council that supports the delivery of the Council's priorities and objectives.

FINANCE, OTHER RESOURCES AND RISK

Finance and other resources

Detecting and investigating potential fraud acts as a deterrent which protects public money. Also successful investigations and sanctions identify overpayments that are required to be repaid, which otherwise would fall as a potential cost to the Council.

There are no other direct financial implications associated with the Strategy. Any actions emerging from the Strategy that have a financial implication will be considered within the Council's wider financial framework and decision making processes.

Risk

The Councils' approach to fraud is based on fairness and consistency and through the application of the Strategy the aim is to ensure that this can be demonstrated and therefore reducing the risk of challenge, damage to the Council's reputation and unsuccessful sanctions such as prosecutions.

Failure to take part in data matching exercises could also result in an adverse impact on the Council's reputation and may lead to increased external inspection / audit at additional cost.

LEGAL

Information is set out within the Strategy in terms of the various legal issues, legislation and regulations associated with the Strategy.

OTHER IMPLICATIONS

Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.

Crime and Disorder / Equality and Diversity / Health Inequalities / Area or Ward affected / Consultation/Public Engagement.

The Strategy aims to deliver fairness, transparency and consistency to all customers and stakeholders.

PART 3 – SUPPORTING INFORMATION

BACKGROUND AND CURRENT POSITION

To date the Council has operated a Fraud and Corruption Strategy (including a Benefit Security Strategy and Prosecution Policy) which was last considered by the Committee in 2012.

Due to the various changes to the administration of Housing Benefit along with the establishment of a dedicated Corporate Fraud Team last year, it has been necessary to review and update the Strategy.

At its meeting on 22 March 2018, the Committee adopted CIPFA's code of practice on managing the risk of fraud and corruption.

The updated Strategy attached, brings all of the various aspects of CIPFA's code within one document and also includes an action plan that sets out a number of points to be addressed.

As its foundation, the Anti-Fraud and Corruption Strategy sets out the Council's

commitments along with the following key areas:

- Purpose, Commitment and Procedure
- Legislation and General Governance
- Definitions
- Standards, Expectations and Commitment
- Roles and Responsibilities
- Prevention
- Detection and Investigation;
- Resources Invested in Counter Fraud and Corruption

The Audit Committee is asked to approve the Strategy for consultation with services and stakeholders, following which it will be reported back to the Committee for final adoption.

The Strategy refers to a separate Sanction / Prosecution Policy for Council Tax and financial support schemes. This is being reviewed in light of the updated Anti-Fraud and Corruption Strategy and will be reported back to the Committee later in the year.

The Strategy will be subject to an annual review process including, progress against identified actions and will therefore be included on the ongoing work programme of the Committee in 2019/20 and beyond. It is acknowledged that through its application, the Strategy will evolve to reflect the various strands of work being developed within the Council, which will be included in future updates presented to the Committee.

BACKGROUND PAPERS FOR THE DECISION

None

APPENDICES

Attached – Anti-Fraud and Corruption Strategy

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Tendring
District Council



Anti-Fraud and Corruption Strategy

(For consultation)

The basic elements of this Strategy deal with :-

- Purpose, Commitment and Procedure
- Legislation and General Governance
- Definitions
- Standards, Expectations and Commitment
- Roles and Responsibilities
- Prevention
- Detection and Investigation;
- Resources Invested in Counter Fraud and Corruption
- Summary

These elements are covered in detail in the remainder of this document and end with a summary statement.

When combined, these elements are intended to provide resilience against any attempted fraud and corruption activity.

Purpose, Commitment and Procedures

Tendring District Council is committed to :-

- take all necessary action to encourage prevention of fraud and corruption;
- make facilities available to aid detection of fraud and corruption;
- ensure prompt investigation and action.

The Council has adopted CIPFA's code of practice on managing the risk of fraud and corruption. (Audit Committee 22 March 2018), which this Strategy encompasses, including setting out the overall framework within which the Council will respond to fraud and corruption.

Therefore these commitments will be demonstrated through the Council's operation of an effective Anti-Fraud and Corruption strategy. This Strategy will be subject to an annual review which will be presented to the Council's Management Team and Audit Committee.

By adapting this strategy and via its annual review of the policy, the Council's Management Team:

- Acknowledges the threats of fraud and corruption and the harm they can cause to the

organisation, its aims and objectives and to its service users;

- Acknowledges the importance of a culture that is resilient to the threats of fraud and corruption and aligns to the principles of good governance.

By adopting this strategy and via its annual review of the policy, the Council's Audit Committee:

- Acknowledges its responsibility for ensuring the effective management of fraud and corruption risks.
- Acknowledges the specific goal of ensuring and maintaining the Council's resilience to fraud and corruption

The Council expects Members and employees to set appropriate high standards through compliance with legal requirements, procedures and general good practice. Members will be expected to comply with the most up to date Principles Associated with Public Life.

The Council will expect all suppliers, contractors and other service providers (whether individuals or organisations) with which it deals to act at all times with integrity and financial probity. To support this, the Council has Financial Procedure Rules, Procurement Procedure Rules plus a Procurement Strategy.

Legislation and General Governance

All relevant officers are expected to comply with appropriate legislation, codes of practice and corporate policies when executing duties in relation to fraud.

It is imperative that the following codes, legislation and policies are adhered to as part of all anti-fraud related activities undertaken within the Council:

- Human Rights Act 2000
- Local Government Finance Act 1992
- The Council Tax Reduction Scheme (Detection of Fraud and Enforcement)(England) Regulations 2013
- Welfare Reform Act 2012
- Police and Criminal Evidence Act 1984
- Criminal Procedure and Investigations Act 1996
- Regulation of Investigatory Powers Act 2000
- Council's Health and Safety Policy

This is not an exhaustive list and therefore all officers should act in accordance with any appropriate legislation, corporate/departmental policies and codes of practice that are relevant to the anti-fraud activity being undertaken.

Definitions

Fraud

The term "Fraud" is commonly used to describe a wide range of dishonest behaviour such as deception, forgery, false presentation, theft, embezzlement, bribery and concealment of a material fact.

Fraud can be perpetrated by persons outside of the Authority as well as internally. Tending

District Council defines fraud as a dishonest action designed to facilitate gain (personal or for another) at the expensive of the Council and its residents.

Corruption

Corruption is defined as “dishonest or fraudulent conduct by those in power” this is typically seen to involve bribery.

The Council looks to prevent, detect and investigate all aspects of possible corruption within its business.

Risk

The term “risk”, in the context of this Strategy, is identified as an action or inaction that could cause financial or reputation risk to the council.

The council promotes a positive ethos towards the identification of risk management across the council supported by the council’s internal audit team.

Standards Expectations and Commitment

Tendring District Council expects its officers and councillors to adopt and abide by the 7 principles of public life, these apply to anyone who works as a public office holder. This includes people who are elected or appointed to public office, whether this is locally or nationally. These standards were first set out by Lord Nolan in 1995 and form part of the ministerial code. Although these principles are set out within the Council’s Constitution, they are included within this strategy for completeness.

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of the public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Holders of the public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness

Holders of the public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for doing so.

Honesty

Holders of the public office should be truthful.

Leadership

Holders of the public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor

behaviour wherever it occurs.

Roles and Responsibilities

Councillors and Elected Members

The roles and responsibilities are clearly defined for councillors in part six of the Council's Constitution entitled Members Code of Conduct – adopted by the Council on 23 January 2018. Members are expected to lead by example at all times maintaining the highest standards of probity, honesty and integrity and accountability in their actions. Principles of Public Life are also promoted through the Committee on Standards of Public Life which is an independent public body who advises government on ethical standards across the whole of public life in the UK.

Employees

The expectation for employee's behaviour is set within the Council's Staff handbook and within other associated policies'. The Council supports the official Code of Conduct for Local Government Employees.

The policy states that - The public is entitled to demand of a Local Government employee of any grade the highest standard of integrity, ability and commitment to the ethics of public service and the interest of all members of the community.

Council employees are seen to be the first line of defence against fraud and corruption. Employees are expected to conduct themselves in ways which are beyond reproach, above suspicion and be fully accountable.

Managers must be prepared to establish and maintain systems of internal control, ensuring that the Council's resources are properly applied and focused in the right areas for which they were intended. Advice may be sought from Internal Audit on potential control issues. If an employee believes that they need to raise a concern and are unable to do so with their manager they should use an alternative route to raise their concerns, it is suggested that they contact one of the following in the first instance:-

Chief Executive	Monitoring Officer
Head of Department	Section 151 Officer
Head of People, Performance & Projects	Head of Internal Audit

The Head of Internal Audit would normally be the first point of contact in accordance with Financial Procedure Rules. In certain circumstances, however it might be appropriate for the Police to be advised at the same time as Internal Audit is notified.

Matters can also be raised through *Public Concern at Work* (*Website www.pcaaw.org.uk*). This is a registered charity whose services are free and strictly confidential. They can also be contacted on 020 7404 6609.

The Council has Procurement Procedure Rules, and Financial Procedure Rules to ensure that all employees who deal with financial matters do so in a controlled, proper and transparent way that accords with best practice. These documents are reviewed periodically to ensure they remain up to date.

The Council uses systems and procedures that incorporate internal controls. These controls include separation of duties, independent checks and authorisation restrictions to ensure that errors as well as impropriety are prevented. Financial Regulations require that all Heads of Department maintain systems and controls to a standard acceptable to the Chief Finance Officer.

Employees identified as having committed fraud against the Council will be subject to disciplinary action, civil action or criminal prosecution (or all of the afore mentioned) where deemed appropriate.

Employees are responsible for their own conduct and behaviour and are expected to assist and comply with an investigation. Failure to do so may be considered a breach of trust.

Internal Audit

The Council's internal audit team operate in accordance with the Public Sector Internal Audit Standards under section 4 of the Local Government and Housing Act 1989. Internal audit undertakes an annual programme of work, which is reported to the Audit Committee on a quarterly basis. Whilst it is not the primary function of the internal audit team to detect fraud, the internal audit actively must evaluate the potential for the occurrence of fraud and how the organisation manages the risk of fraud.

External Audit

External audit review the Council's effectiveness at identifying the risk of fraud within the organisation and preventing and detecting fraud within the organisation.

Corporate Fraud and Risk Team

The Council has established a dedicated Corporate Fraud Team who focus on providing a comprehensive anti-fraud service available to all service areas. The team will utilise all available methods to detect and investigate fraud and corruption within the Authority. This includes the use of data matching and intelligence led investigations where possible. The Fraud and Risk Manager is responsible for assessing the authority's counter fraud arrangements in consultation with the Head of Finance, Revenues and Benefits and Head of People, Performance and Projects.

Public Sector Partners

The Council will continue to work with other authorities to provide positive data matching results and ensure fraud and error is identified and corrected at the earliest opportunity

National Fraud Initiative (NFI)

The Cabinet Office took over responsibility for the NFI data matching process from the Audit Commission in 2015. This is an independent public body responsible for ensuring that public money is spent economically, efficiently and effectively, to achieve high quality local and national services for the public. The NFI looks into a broad range of fraud risks faced by the public sector. The NFI has been embedded in the statutory external audit process for audited and inspected bodies since 1998 and is currently run every two years. Additional data matches/*exercises are available if required.

The National Fraud Initiative compares different sets of data such as payroll and benefit records, against other records held by the same, or another organisation, identifying errors in data recorded and potentially highlighting potentially fraudulent claims and payments. Any potential discrepancies identified have a full investigation carried out if felt appropriate. The use of data for NFI purposes continues to be controlled to ensure compliance with data protection and human rights legislation.

The Fraud and Risk Manager is the Council's key contact and ensures that any NFI activity within the Council has the required action taken.

The National Anti-Fraud Network (NAFN)

Through NAFN the Council acquires data legally from a wide range of information providers in response to allegations of fraud and on-going investigations. NAFN will play a key role in ensuring the Council has effective lines of enquiry to ensure the Council maintains a robust intelligence gathering framework.

Contractors

The Council expects all contractors it has dealings with to act with complete honesty and integrity in all dealings with the Council, its service users and residents. The Council expects the employees of contractors to report any suspicions or knowledge they may have in relation to fraud and/or corruption against the Council. We will seek the strongest available sanctions against contractors that commit fraud against the Council or who commit fraud against public funds.

Helpline for Employees

Whistle-blowers are protected by the Public Interest Disclosure Act 1998. All calls from employees are therefore treated confidentially. The Council has a whistleblowing policy and has a helpline for employees to bring attention to anything happening in the workplace that might be illegal, improper or unethical. The Council encourages employees to use the helpline to disclose any concerns in order that they can be dealt with. Any allegations will be fully investigated and, if substantiated, appropriate action will be taken in accordance with this policy.

Audit Committee

The remit of the Council's Audit Committee is set out in associated terms of Reference within the Council's Constitution and includes requirements to consider and monitor this strategy. They are also required to review the Council's risk management arrangements and seek assurances that action is being taken. They must also consider risk related issues and consider and monitor the strategy, plan and performance of the Council's Internal Audit Service. In addition the Committee is required to consider the strategy and plans of the Council's External Auditor.

Risk Register

The Council has a corporate risk register in order to identify, record, review and revise and manage key business risks. All risks have been evaluated and prioritised. The Council will ensure that fraud risks are routinely considered as part of its risk management arrangements.

The Risks of Fraud and Corruption

The Council acknowledges that there are many risks from fraud and corruption but has identified the following significant items:

- Reduced income from Council Tax/ Local Council Tax Support Scheme
- Reduced availability of social housing in respect of tenancy related matters
- Reduced income from business rates
- Misappropriation / misuse of grant income
- Uncompetitive pricing / reduced value for money from procurement activities

The Council will evaluate on an on-going basis the harm to its aims and objectives and service users that different fraud risks can cause.

Prevention

One major preventative measure against fraud and corruption is to take appropriate steps when employing new staff to establish, as far as is possible, their previous history in terms of their propriety, integrity and honesty.

The Council makes all appropriate enquiries in respect of all staff regardless of whether they are permanent, temporary or on fixed-term contracts.

All employees are bound by the Local Government Code of Conduct and local code of conduct as set out in the Staff Handbook (various paragraphs) and other relevant policies and are subject without exclusion to the Council's Disciplinary Procedures. Employees must disclose any pecuniary interest in contracts or similar matters and must on no account accept any fees or rewards in respect of their employment by the Council other than their proper remuneration. Other matters such as secondary employment or the receipt of gifts and hospitality (in accordance with the Code of Conduct) must be properly registered.

Expectations concerning conduct are brought to the attention of Members on election to the Council, including rules relating to the declaration and registration of potential areas of conflict between a Member's Council duties and his or her personal or professional lives.

Section 151 of the Local Government Act 1972 places a statutory responsibility on the Chief Finance Officer to ensure that proper arrangements are made for the administration of the Council's financial affairs.

The Council has adopted Procurement Procedure Rules, and Financial Procedure Rules to ensure that all employees who deal with financial matters do so in a controlled, proper and transparent way that accords with best practice. These documents are reviewed periodically to ensure they remain up to date.

The Council uses systems and procedures that incorporate internal controls. These controls include separation of duties, independent checks and authorisation restrictions to ensure that errors as well as impropriety are prevented. Financial Regulations require that all Heads of Department maintain systems and controls to a standard acceptable to the Chief Finance Officer.

Risk assessments, covering fraud and other issues affecting the whole range of Council activities, is undertaken by Internal Audit who then carry out independent reviews to monitor the adequacy and effectiveness of internal controls and governance arrangements ensuring that there is appropriate departmental compliance.

It is evident, nationally, that an increasingly wide variety of frauds are being perpetrated. The larger frauds may involve the creation of multiple identities and false addresses, and involve different agencies. It is therefore becoming increasingly necessary to liaise with those other agencies, exchanging information, where possible and appropriate, to help prevent and detect such fraud. The Council is committed to ensuring that arrangements exist, and they are developed, to encourage the exchange of information with other agencies including:-

- other local authorities;
- government departments;

- police forces;
- The Cabinet Office including NFI - Data matching exercises;
- the National Anti-Fraud Network [NAFN];
- Essex Audit Group [EAG];
- Eastern Region Corporate Fraud (ERCF)
- Housing Benefit Matching Service [HBMS] run by the DWP

Detection and Investigation

Preventative systems, particularly internal controls within the Council have been designed to provide indications of fraudulent activity, and equally importantly, to deter potential fraudsters.

The responsibility to prevent and detect fraud and corruption lies with Management Team, Heads of Department, managers and all other employees of the Council. Alert employees or members of the public are frequently the first to spot indications of fraud and corruption and prompt action by them enables effective detection to occur and appropriate action to be taken. The Council has a dedicated fraud hotline and email for all fraud related matters which could affect the Council and an on line reporting form. Details are fraud.hotline@tendringdc.gov.uk Tel 0800 169 7004

A significant proportion of fraud is discovered by chance or as a result of a "tip-off". Advice on this issue for employees and their managers can be obtained from the Head of Finance, Revenue and Benefits.

Financial Procedure Rules require all Heads of Department to report all suspected fraud or similar irregularity to the Head of Internal Audit. Correct reporting is essential to the Council's anti-fraud strategy to ensure:-

- consistent treatment of fraud and corruption;
- proper investigation by an independent unit (Internal Audit / Fraud and Risk Manager);
- prompt implementation of appropriate investigative activity;
- optimum protection of the Council's interests.

Under associated legislation, Tendring is required to participate in National Fraud Initiatives [NFI] run by the Cabinet Office. Data will be provided by the Council and will be used for cross-system and cross-authority electronic data matching for the prevention and detection of fraud. Similar data exchanges are also required for housing benefit matching exercises run by the DWP.

The nature and extent of the allegations will determine the level and type of investigation that is undertaken. Internal Audit will work with management and other relevant agencies to

ensure that allegations are properly, fairly and thoroughly investigated and subsequently reported upon. Where appropriate, maximum recoveries of any losses will be made by the Council.

Where the outcome of an investigation indicates misconduct on the part of an employee, the official disciplinary procedure will be invoked. In proven cases of misconduct this may lead to the dismissal of an employee and if appropriate the involvement of the Police.

If appropriate to do so, the Council may consider sanctions against customers, including prosecution, where it has been identified that fraud has been committed against the Council. The Council will maintain a separate sanction / prosecution policy relating to Council Tax and financial support schemes (e.g. Local Council Tax Support Scheme) with separate policies for other Council services being considered where necessary.

Publication of Anti- Fraud and Corruption Activities of the Council

The Council will at least annually report on the anti-fraud and corruption work that it has undertaken during the year along with publicising this Strategy.

This aims to set out the Council's intentions in terms of any identified fraud and corruption committed against it, along with acting as a deterrent to those considering such actions against the Council.

The Council's processes aim to be resilient to the threats of fraud and corruption and are designed to deter and detect such actions if committed against the Council.

Resources Invested in Counter Fraud and Corruption

Given the Council's commitment to counter fraud and corruption as set out within this Strategy the following resources are deployed which are proportionate to the level of assessed risk:

Dedicated Fraud Team

As highlighted earlier in this Strategy, the Council has established a dedicated team whose focus is to provide a comprehensive anti-fraud service within the Council, who are also available to provide support to all departments. The Council has committed an on-going annual revenue budget in excess of £170k to support the work of this dedicated team.

Training

The Council recognises the importance of training and the response of employees throughout the Council in ensuring that its fraud and corruption strategy remains a continuing success.

In this respect the Council encourages training and regular development for all employees.

Effective investigation of fraud and corruption requires staff that are properly trained and regularly updated in all aspects of investigative work. Provision will be made for this and the training of Internal Audit staff will be geared towards achievement of that objective. Fraud Investigation Staff are now required to be professionally trained in all aspects of Corporate Fraud. General staff training will also incorporate appropriate references to the need for staff to be alert and vigilant in their day to day activities.

Internal Audit Days

The Internal Audit team include within their annual plan, fraud related work such as the assessment of fraud prevention controls and therefore in effect, a number of audit days are included within their overall annual work programme.

Summary

A sophisticated network of systems and procedures is in place to assist with the prevention and detection of fraud and corruption. The Council is determined that these arrangements will be kept up to date, with regard to future developments in preventative and detection techniques, to limit fraudulent or corrupt activity that it may suffer.

To help achieve this objective the Council maintains a continuous review of all associated arrangements through its Management Team, Procurement and Financial Procedure Rules, Officer and Member Codes of Conduct and internal and external audit arrangements.

Financial Procedure Rules require all Heads of Department to keep their departmental procedures under continuous review, reporting any newly identified risks referring proposed changes in procedures to the Section 151 Officer.

This strategy and its effectiveness will be monitored by Internal Audit, as part of their ongoing activities and any issues that arise will be reported to the Council's Section 151 Officer, Management and the Audit Committee as appropriate.

Performance against this Strategy and its effectiveness will be included as part of the annual review process which will be reported to Management Team and the Audit Committee accordingly.

In addition, where actions have been identified to contribute to the performance and effectiveness of this Strategy, these will be included as an Appendix and included as part of the annual review process. Appendix A sets out the current actions identified as part of developing this Strategy.

References

Whistleblowing Policy - <http://intranet/Interact/Pages/Content/Document.aspx?id=2148>

Officer Code of Conduct - <http://intranet/Interact/Pages/Content/Document.aspx?id=7977>

Staff Handbook - <http://intranet/Interact/Pages/Content/Document.aspx?id=2162>

Constitution Members Code of Conduct -

<http://intranet/interact/Pages/Content/Document.aspx?id=3155>

Anti-Fraud and Corruption Strategy Action Plan – 2018/19

Action	Responsible Officer
<p>Review the consideration of fraud risks as part of the Council's general risk management arrangements.</p> <p>Explore the establishment of a separate Fraud and Corruption risk register for inclusion in future revisions to the Fraud and Corruption Strategy.</p>	<p>Fraud and Risk Manager</p>
<p>Evaluate the harm that different fraud risks can cause in the context of Council objectives and service users.</p>	<p>Fraud and Risk Manager</p>
<p>Review the Council's Procurement Rules to ensure that the anti-fraud and corruption requirements placed upon contractors and those providing services to the Council are robust enough</p>	<p>Fraud and Risk Manager</p>
<p>General anti-fraud and corruption training to be provided to officers along with raising awareness of the Strategy within the Council and the commitments and expectations contained within it.</p>	<p>Fraud and Risk Manager</p>

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AUDIT COMMITTEE

26 JULY 2018

REPORT OF DEPUTY CHIEF EXECUTIVE

A.5 AUDIT COMMITTEE – TABLE OF OUTSTANDING ISSUES

(Report prepared by Richard Barrett)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To present to the Committee the progress on outstanding actions identified by the Committee.

EXECUTIVE SUMMARY

- The Table of Outstanding Issues has been reviewed and updated since it was last considered by the Committee at its 22 March 2018 meeting.
- To date there are no significant issues to bring to the attention of the Committee, with updates provided on individual items set out in **Appendix A** or elsewhere on the agenda where appropriate.

RECOMMENDATION(S)

That the Committee notes the progress on the outstanding issues.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The existence of sound governance, internal control and financial management practices and procedures are essential to the delivery of Corporate priorities supported by effective management and forward planning within this overall framework.

FINANCE, OTHER RESOURCES AND RISK

Finance and other resources

There are no significant financial implications associated with monitoring of the agreed actions or responses. If additional resources are required then appropriate steps will be taken including any necessary reporting requirements.

Risk

The Table of Outstanding Issues is in itself a response to potential risk exposure with further activity highlighted to address matters raised by the Audit Committee.

LEGAL

There are no direct legal implications associated with this report.

OTHER IMPLICATIONS

Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.

Crime and Disorder / Equality and Diversity / Health Inequalities / Area or Ward affected / Consultation/Public Engagement.

This report does not have a direct impact although such issues could feature in future

recommendations and actions. Any actions that may have an impact will be considered and appropriate steps taken to address any issues that may arise.

PART 3 – SUPPORTING INFORMATION

TABLE OF OUTSTANDING ISSUES

A Table of Outstanding Issues is maintained and reported to each meeting of the Committee. This approach enables the Committee to effectively monitor progress on issues and items that form part of its governance responsibilities.

An updated Table of Outstanding Issues is set out in **Appendix A**.

Previously the Committee have been advised of the progress against actions identified within the 2016/17 Annual Governance Statement within this report. The latest position on these actions is set out within the 2017/18 Annual Governance Statement that appears elsewhere on the agenda. Subject to the agreement of the 2017/18 Annual Governance Statement, any outstanding, revised or new actions will be included in future Table of Outstanding Issues reports to ensure members are kept up to date with progress.

Following their audit work in respect of the Housing Benefit subsidy claim for 2016/17, the external auditor made the following general recommendation, which was reported to the Committee at its 22 March 2018 meeting:

[The Council to] perform early extended testing in those areas where errors were identified in 2016-17, to ascertain the extent of similar errors arising in 2017-18.

The above is an on-going action each year and remains a key element of the day to day work of the Revenues and Benefits Service to eliminate errors wherever possible. The outcome from the audit of the 2017/18 Housing subsidy claim will be reported to the Committee later in the year.

Update On Issues Raised

Any actions identified by the Committee at its last meeting have now been included where appropriate.

Updates on items either appear as separate items elsewhere on the agenda or set out within the Appendix, with work scheduled or remaining in progress on all items.

In terms of updating the Committee on the legionella issue experienced at the Frinton and Walton Lifestyles, the Council is currently waiting for further information with regard to the action being taken by the Health and Safety Executive.

As previously reported to the Committee, Internal Audit planned to undertake an independent audit of health and safety which will examine the robustness of the revised arrangements that have been introduced corporately for the management of the Council's health and safety risks and responsibilities. The outcome from this audit is set out within the Internal Audit Regular Report elsewhere on the agenda.

At its meeting on 22 March 2018, the Audit Committee adopted Cipfa's Code of Practice on managing the risk of fraud and corruption. Following its adoption, an Anti-Fraud and Corruption Strategy has been developed which captures the various elements of the code and is set out separately elsewhere on the agenda.

BACKGROUND PAPERS FOR THE DECISION

None

APPENDICES

Appendix A – Table of Outstanding Issues (July 2018) – General.
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AUDIT COMMITTEE - Table of Outstanding Issues (July 2018)

GENERAL					
Governance Area	Activity / Subject	Recommendation / Issue	Lead Service	Progress / Comments	Status - Target Date
Risk Management	Effective Management of the Council's Property Portfolio	Following the Audit Committee's training session on 23 October 2014, Officers were requested to keep the Committee up to date with the property risk audit that is to be undertaken in partnership with the Council's insurers.	Head of Finance and Revenues and Benefits	<p>Formal recommendations have now been received from the Council's insurers following the completion of their property risk 'audit'.</p> <p>A number of recommendations have already been actioned with others remaining on-going as they form part of a wider processes or review e.g. evacuation policy in blocks of flats which is subject to consultation with tenants.</p> <p>There were no major / immediate issues identified and a full schedule of recommendations along with confirmation that all actions have been taken is planned to be presented to the Committee in September.</p>	September 2018
The Council's Governance arrangements	Effective Monitoring of S106 Agreements	<p>At its 16 March 2017 meeting, the Committee considered a S106 Update Report, following which it resolved that:</p> <p>(a) the progress in relation to the Section 106 audit be noted;</p> <p>(b) a follow-up audit be undertaken in March 2018; and</p> <p>(c) the Section 106 Audit be added to the Table of Outstanding Issues</p>	Head of Planning Services / Audit and Governance Manager	A follow up audit included within the Internal Audit Plan has now been completed with the outcome reported within the Internal Audit Regular Monitoring Report set out elsewhere on the agenda.	July 2018

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