

Statement of Accounts 2019/20

.....

Chorley Borough Council

Contents

Introduction to the Statement of Accounts	4
Independent auditor's report to the members of Chorley Borough Council	5
Narrative Report of the Chief Financial Officer.....	10
Introduction	10
Key Facts About Chorley.....	11
Chorley Borough Council Corporate Strategy.....	12
Performance of Key Projects.....	14
Performance of Corporate Strategy Key Measures – 2019/20	21
Strategic Risk Register.....	24
The Structure of the Council.....	27
Context for the 2019/20 Accounts	29
Financial Performance in 2019/20.....	31
Looking Ahead – Future Challenges, Opportunities and Financial Outlook	43
Statement of Responsibilities.....	47
Comprehensive Income and Expenditure Statement	48
Movement in Reserves Statement.....	50
Balance Sheet	52
Cash Flow Statement	53
Notes to the Main Financial Statements.....	54
1 EXPENDITURE AND FUNDING ANALYSIS – NOTE TO MAIN FINANCIAL STATEMENT..	54
2 ACCOUNTING POLICIES.....	55
3 ACCOUNTING STANDARDS THAT HAVE BEEN ISSUED BUT HAVE NOT YET BEEN ADOPTED.....	66
4 CRITICAL JUDGEMENTS IN APPLYING ACCOUNTING POLICIES	66
5 ASSUMPTIONS ABOUT THE FUTURE AND OTHER MAJOR SOURCES OF ESTIMATION UNCERTAINTY.....	68
6 MATERIAL ITEMS OF INCOME AND EXPENSE	71
7 EVENTS AFTER THE REPORTING PERIOD.....	71
8 NOTE TO THE EXPENDITURE AND FUNDING ANALYSIS	72
9 EXPENDITURE AND INCOME ANALYSED BY NATURE	74
10 ADJUSTMENTS BETWEEN ACCOUNTING BASIS AND FUNDING BASIS UNDER REGULATIONS	75
11 TRANSFERS TO/FROM EARMARKED RESERVES.....	77
12 OTHER OPERATING EXPENDITURE.....	79
13 FINANCING AND INVESTMENT INCOME AND EXPENDITURE.....	79
14 TAXATION AND NON-SPECIFIC GRANT INCOME & EXPENDITURE.....	79
15 PROPERTY PLANT AND EQUIPMENT.....	83
16 HERITAGE ASSETS.....	86
17 INVESTMENT PROPERTIES	87
18 INTANGIBLE ASSETS.....	89

19	FINANCIAL INSTRUMENTS.....	90
20	DEBTORS.....	95
21	CASH AND CASH EQUIVALENTS.....	95
22	SHORT TERM CREDITORS.....	95
23	PROVISIONS.....	96
24	USABLE RESERVES.....	96
25	UNUSABLE RESERVES.....	97
26	CASH FLOW STATEMENT – OPERATING ACTIVITIES.....	101
27	CASH FLOW STATEMENT – INVESTING ACTIVITIES.....	102
28	CASH FLOW STATEMENT – FINANCING ACTIVITIES.....	102
29	MEMBERS ALLOWANCES.....	103
30	OFFICERS REMUNERATION.....	104
31	TERMINATION BENEFITS.....	107
32	EXTERNAL AUDIT COSTS.....	107
33	GRANT INCOME.....	108
34	RELATED PARTIES.....	109
35	CAPITAL EXPENDITURE AND FINANCING.....	111
36	LEASES.....	112
37	DEFINED BENEFIT PENSION SCHEME.....	114
38	CONTINGENT LIABILITIES.....	121
39	CONTINGENT ASSETS.....	121
40	COVID 19 PANDEMIC AND EVENTS AFTER THE REPORTING PERIOD.....	121
	Collection Fund Statement.....	123
	Annual Governance Statement (AGS).....	126
	Glossary of Terms.....	138

Introduction to the Statement of Accounts

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

This Statement of Accounts has been prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2019/20 (The Code), which is based on International Financial reporting Standards.

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

- Page 5 **The Independent Auditor's Report** – This gives the auditor's opinion of the financial statements and of the Council's arrangements for securing economy, efficiency and effectiveness in the use of its resources.
- Page 10 **Narrative Report of the Chief Finance Officer** - The purpose of the narrative report is to give the reader an understanding of the most significant matters reported in the accounting statements, as well as a review of the Council's financial performance and economy, efficiency and effectiveness in its use of resources over the financial year.
- Page 47 **Statement of Responsibilities for the Statement of Accounts** – This summarises the responsibilities of the Council and the Chief Finance Officer in relation to the Statement of Accounts.
- Page 126 **The Annual Governance Statement** – The Council is required to conduct an annual review of the effectiveness of its system of corporate governance and to publish a statement on the adequacy of the system with its annual accounts. This statement is referred to as the Annual Governance Statement (AGS). The AGS explains our governance arrangements, the review of the governance framework against the Local Code of Governance and future plans to improve and strengthen the governance environment.

Independent auditor's report to the members of Chorley Borough Council

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Chorley Borough Council (the 'Authority') for the year ended 31 March 2020 which comprise the Comprehensive Income and Expenditure Statement, the Movement in Reserves Statement, the Balance Sheet, the Cash Flow Statement, the Collection Fund and notes to the financial statements, including a summary of significant accounting policies. The notes to the financial statements include the EFA, notes to the Core Statements, and notes to the Collection Fund Statement. 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 2019/20.

In our opinion, the financial statements:

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

Basis for opinion

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. 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 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 Director of Finance's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Director of Finance 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.

In our evaluation of the Director of Finance's conclusions, and in accordance with the expectation set out within the CIPFA/LASAAC code of practice on local authority accounting in the United Kingdom 2019/20 that the Authority's financial statements shall be prepared on a going concern basis, we considered the risks associated with the Authority's operating activities, including effects arising from macro-economic uncertainties such as Covid-19 and Brexit. We analysed how those risks might affect the Authority's financial resources or ability to continue operations over the period of at least twelve months from the date when the financial statements are authorised for issue. In accordance with the above, we have nothing to report in these respects.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the absence of reference to a material uncertainty in this auditor's report is not a guarantee that the Authority will continue in operation.

Emphasis of Matter – effects of Covid-19 on the valuation of land and buildings and on the valuation of pension fund assets

We draw attention to Note 5 'Assumptions about the future and other major sources of estimation uncertainty of the financial statements, which describes the effects of the Covid-19 pandemic on the valuation of the Authority's land and buildings, and the Authority's share of the pension fund's property investments as at 31 March 2020. As, disclosed in note 5 to the financial statements, the outbreak of Covid-19 has impacted global financial markets and market activity has been impacted. A material valuation uncertainty was therefore disclosed in both the Authority's property valuer's report and the pension fund's property valuation reports.

Our opinion is not modified in respect of these matters.

Other information

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

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

We have nothing to report in this regard.

Other information we are required to report on by exception under the Code of Audit Practice

Under the Code of Audit Practice published by the National Audit Office on behalf of the Comptroller and Auditor General (the Code of Audit Practice) we are required to consider whether the Annual Governance Statement does not comply with the 'delivering good governance in Local Government Framework 2016 Edition' published by CIPFA and SOLACE or is misleading or inconsistent with the information of which we are aware from our audit. We are not required to consider whether the Annual Governance Statement addresses all risks and controls or that risks are satisfactorily addressed by internal controls.

We have nothing to report in this regard.

Opinion on other matter required by the Code of Audit Practice

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

Matters on which we are required to report by exception

Under the Code of Audit Practice, we are required to report to you if:

- we issue a report in the public interest under section 24 of the Local Audit and Accountability Act 2014 in the course of, or at the conclusion of the audit; or
- we make a written recommendation to the Authority under section 24 of the Local Audit and Accountability Act 2014 in the course of, or at the conclusion of the audit; or
- 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 in the course of, or at the conclusion of the audit; or
- we issue an advisory notice under Section 29 of the Local Audit and Accountability Act 2014 in the course of, or at the conclusion of the audit; or
- we make an application for judicial review under Section 31 of the Local Audit and Accountability Act 2014, in the course of, or at the conclusion of the audit.

We have nothing to report in respect of the above matters.

Responsibilities of the Authority, the Director of Finance and Those Charged with Governance for the financial statements

As explained more fully in the Statement of Responsibilities for the Statement of Accounts set out on page 47, 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 Director of Finance. The Director of Finance 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 2019/20, for being satisfied that they give a true and fair view, and for such internal control as the Director of Finance determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Director of Finance 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 there is an intention by government that the services provided by the Authority will no longer be provided.

The Governance Committee is Those Charged with Governance. Those charged with governance are responsible for overseeing the Authority's financial reporting process.

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: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Report on other legal and regulatory requirements - Conclusion on the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources

Qualified Conclusion

On the basis of our work, having regard to the guidance on the specified criterion issued by the Comptroller and Auditor General in April 2020, except for the matters described in the basis for qualified conclusion section of our report we are satisfied that, in all significant respects Chorley Borough Council put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2020.

Basis for qualified conclusion

Our review of the Council's arrangements for securing economy, efficiency and effectiveness in its use of resources identified the following matters:

- Arrangements to support Members in making the decision to purchase Logistics House were not sufficiently robust.
- The Council did not fully consider associated risks in line with its own risk management framework and the business case supporting the purchase was not in line with best practice.

These matters identify weaknesses in the Council's arrangements for:

- Making an informed decision in respect of a material Council investment; the purchase of Logistics House.

Responsibilities of the Authority

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

Auditor's responsibilities for the review of the Authority's arrangements for securing 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 be satisfied that the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. We are not required to consider, nor have we considered, whether all aspects of the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

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 in April 2020, as to whether in all significant respects the Authority had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people. The Comptroller and Auditor General determined this criterion as that necessary for us to consider under the Code of Audit Practice in satisfying ourselves whether the Authority put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2020.

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 be satisfied that the Authority has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources.

Report on other legal and regulatory requirements - Certificate

We certify that we have completed the audit of the financial statements of Chorley Borough Council in accordance with the requirements of the Local Audit and Accountability Act 2014 and the Code of Audit Practice.

Use of our report

This report is made solely to the members of the Authority, as a body, in accordance with Part 5 of the Local Audit and Accountability Act 2014 and as set out in paragraph 43 of the Statement of Responsibilities of Auditors and Audited Bodies published by Public Sector Audit Appointments Limited. Our audit work has been undertaken so that we might state to the Authority's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Authority and the Authority's members ' as a body, for our audit work, for this report, or for the opinions we have formed.

Michael Green

Michael Green, Key Audit Partner
for and on behalf of Grant Thornton UK LLP, Local Auditor

Manchester

30 November 2021

Narrative Report of the Chief Financial Officer

Introduction

Throughout this document, Chorley Borough Council may be referred to as the Council or the Authority.

This Statement of Accounts presents the financial results of the Council's activities for the year ended 31 March 2020 and provides a picture of the Council's overall financial position as at that date. The accounts have been prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2019/20.

The purpose of the narrative report is to give the reader an understanding of the most significant matters reported in the accounting statements, as well as a review of the Council's financial performance and economy, efficiency and effectiveness in its use of resources over the financial year.

The narrative report is structured as follows:

- Key facts about Chorley Borough and Chorley Borough Council
- Chorley Council Corporate Strategy, its achievements, future projects, performance and risks
- The Structure of the Council
- Context for 2019/20 Accounts
- Financial Performance in 2019/20
- Looking ahead to the future including the challenges and opportunities facing Chorley Council

Louise Mattinson ACA
Director of Finance Officer and Section 151 Officer
Date: 30 November 2021

Key Facts About Chorley

- Chorley's population of 118,216 mostly live in urban areas;
- The Borough of Chorley covers 205 square kilometres;
- It is estimated that between 2016 and 2041 the population of Chorley will increase by 16.4%, the highest predicted growth rate by far in Lancashire. The number of households in the authority is projected to increase by a substantial 23.2% between 2016 and 2041.
- There are approximately 51,600 households in Chorley;

Chorley Borough is located in Lancashire, at the centre of the North West Region, with the M6, M61 and M65 motorways running through it. It has easy access to the West Coast Mainline and Manchester and Liverpool Airports. These good transport links make it an attractive area for people to live in for people working across the North West. This is reflected in its steadily increasing population level.

The Borough of Chorley benefits from a vibrant voluntary and community centre network that supports and enhances the community.

The Borough of Chorley consists of 14 wards, represented by 42 elected councillors and a member of parliament.

The electorate is 75,938. Following elections in May 2019, the Council is led by a majority Labour Party administration.

Chorley Borough Council Corporate Strategy

The overall aim of the Medium Term Financial Strategy (MTFS) is to identify resources to meet the objectives, targets and measures contained in the Corporate Strategy. The Corporate Strategy vision and our strands of focus are set out below:

An ambitious council that does more to meet the needs of residents and the local area

Involving residents in improving their local area and equality of access for all

A strong local economy

Clean, safe and healthy homes and communities



The delivery of the Corporate Strategy is supported through a series of key projects and service level projects contained within the business plans. In each case, the resources required to deliver the projects and plans were broadly developed through the business planning process, and resources identified during the budget planning process.

The Corporate Strategy for 2019/20 to 2021/22 was approved by Council on 19th November 2019. It includes 13 key projects, with a particular focus on delivering some of the large scale, ambitious schemes that will have a significant impact on local outcomes. Key performance measures for each service have been set so that targets remain challenging and reflective of the Council's ambitions.

The following pages outline the Council's achievements in 2019/20 against the delivery of the Corporate Strategy and key performance indicators up to the end of 2019/20.

Involving residents in improving their local area and equality of access for all



The long-term outcomes for this priority are:

- Residents who take pride in where they live and their achievements
- Residents who are all able to take an active part in their local and wider community
- Easy access to high quality public services, both face to face and online

ACHIEVING THE LONG TERM OUTCOMES IN 2019/20

Work to deliver a programme of community resilience building has progressed during the year. This project aims to support residents in improving their local area and equality of access for all. The community resilience framework was approved by Executive Cabinet in January 2020, which sets out the approach that will be taken to achieve a change in relationships between individuals, communities and public services. These changes will mean that communities are in a stronger position to support themselves independently with the potential for better health and wellbeing outcomes and help reduce the demand for public services over the long term. The Community Development team have been successfully piloting the approaches within the framework, for example taking time to build up trust between group members and services, allowing them to decide which services they feel the community needs, and providing ongoing support. In turn, residents are guiding service providers to develop more effective ways to reach those who need their help.

The refresh of the Council's website continued, which aims to transform the current Council website, improving the customer journey and the experience our users have when using the site through a range of devices. This should encourage increased usage of Council online services, and in turn enable better access to high quality public services online. The procurement of the content management system solution, which is a system that will help create and manage the information presented on the website, was undertaken during the year. Recruitment for an additional resource to build and publish the content was started in quarter 4 of 2019/20, however, this process has been impacted by COVID-19.

By the end of 2019/20, 790 people had successfully completed basic digital skills training against a target of 400. Basic digital skills such as using a mouse and keyboard, internet confidence, accessing public services online, sending and receiving emails, using social media, and using skype or other communication platforms, as well as understanding digital security have become more important during the COVID-19 lockdown. For many people this has enabled them to communicate with friends and family, colleagues and service providers, work from home, shop for essential items and continue in their day to day lives from the safety of their own homes as advised by central government.

Performance of Key Projects



There are three key projects included in the 2019/20 Corporate Strategy under this priority, and at the end of the year overall performance is good.

One project is rated as green, meaning it is progressing according to timescale and plan:

- Deliver a programme of community resilience building work

Two projects are rated amber which is an early warning that there may be a problem with the project and more detailed information on this can be found below:

Project Title		Project Status
Undertake renovation works at Astley Hall		AMBER
Explanation	<p>This project will deliver vital improvements to maintain the structural integrity and safety of the Hall, as well as transforming the visitor experience to ensure a sustainable long-term future for the facility, with associated benefits for tourism and the local economy. This phase of the project focusses on the delivery of the structural conservation improvements, transformation of the visitor experience and the delivery of a museum shop.</p> <p>While all elements of the project are progressing, there has been a review of the timeframe for starting physical works on the Hall, and the project remains rated as Amber due to continued delayed progress of the recruitment of the external project manager.</p>	
Action Required	<p>Early in 2020/21, work will focus on finalising the improvement work plan for the Hall with detailed timescales which will include the appointment of a project manager. Commencement of the works has been delayed because of the Covid-19 outbreak and the detailed timescales for progression will be subject to the ongoing restrictions.</p> <p>In addition to revising timescales, work in 2020/21 will also include applying for listed building consent which is to seek approval for the physicals works on the Hall and tendering work packages for the development work.</p>	

Project Title		Project Status
Refresh the Council's website		AMBER
Explanation	<p>The Website Refresh project aims to transform the current Council website, improving the customer journey and the experience our users have when using the site in order to help increase usage of Council online services.</p> <p>The project has progressed well with consultation, user research and testing with internal and external partners all now complete, followed by the shared procurement process with South Ribble Council for the content management solution being undertaken. The content management system, once in place, will help us achieve a fully accessible compliant, mobile responsive website, by allowing easy creation and management of the website pages for an improved customer journey.</p> <p>There have been delays to the contract award for the winning tender of the content management system which has included delays to reaching an agreement and finalising the negotiations. The contract negotiations will ensure that the new content management system solution can be delivered both on time and within budget. Therefore, this project is rated as Amber.</p>	
Action Required	<p>During quarter one of 2020/21, negotiations will be finalised to allow the contract award to take place with the content management system supplier. It is imperative that negotiations covered include the supplier's ability to deliver the solution within timescales. Following this, the design and development of the content management system can commence.</p> <p>In addition to this, work will continue to review and update the existing website content which is currently at 50% completion; in order to achieve 100% completion, the recruitment of additional resource will need to be formalised, and the project programme will be reviewed and updated.</p>	

Clean, safe and healthy homes and communities



The long-term outcomes for this priority are:

- Clean and safe streets
- Reduced health inequalities
- A wide range of quality recreational activities
- High quality, affordable and suitable housing
- High quality play areas, parks and open spaces in both urban and rural locations

ACHIEVING LONG TERM OUTCOMES IN 2019/20

Good progress was made on the project to progress improvements to Tatton recreation ground and the surrounding area. The Council was awarded revenue funding through the One Public Estate Funding Programme to complete a feasibility study and business case for the redevelopment of the former bus depot on Eaves Lane and Tatton Community Centre, which will also incorporate the redevelopment of Tatton Recreation Ground. Once completed this will provide vital facilities for local residents, including improved health provision and open spaces, supporting wellbeing outcomes and wider benefits such as community cohesion and reduced anti-social behaviour. Work completed included the completion of RIBA Stage 2 design and reporting which includes completion of surveys, ecological works, drainage, site and archaeological investigation. This now means that work can move on to progress the next stage. The procurement of the next stage, RIBA Stage 3 architectural services had commenced at the end of the year. Funding of £3.7m from Homes England and £5.2m from the Lancashire Enterprise Partnership has been secured. Technical surveys are to be completed by the end of April 2020. This will contribute the wider outcomes of this project to reduced health inequalities and provide high quality suitable housing for residents.

Significant progress was made to improve play and community spaces across the borough to provide high quality play areas, parks and open spaces in both urban and rural locations. Work continued across the various sites included in this project such as Westway Sports Campus, Kem Mill Lane playing field, Twin Lakes playing field, The Meadows Heskin, Manor Road play area, and Orchard Drive play area. Across the majority of the sites the tender and/or tender evaluations were completed, however contractor appointments and site works were suspended at the end of the year due to rules around social distancing enforced under the COVID-19 lockdown. Good progress was made with the paths at Lodge Bank play area, which were surfaced creating a usable walking route all year round, with a tender and tender evaluation completed for the play area refurbishment. A funding bid has been submitted to the Lancashire Environment Fund Bid for match funding towards a new toddler play area. Carr Brook linear park has progressed with River Ribble Trust appointed as the project lead which includes the River Lostock enhancement, working with the ecologist and the Environment Agency on the specification for green engineering of the river banks aiming to reduce pollution and promote sustainability making the area cleaner and safer. Match funding was confirmed for the site at Longfield Avenue to supplement the funding already secured from developer contributions which will enable improvements to be made to the play area to provide a high-quality play area.

Work to implement the Housing Strategy action plan also progressed. The Housing Strategy 2019-24 was established in order to respond to the pressure of a growing and aging population while ensuring that the supply of housing within the borough remains high quality and balanced, by helping to secure quality housing across all housing tenures, supporting people to remain independent in their own homes, preventing homelessness and supporting a balanced housing market. The actions and timescales as set out in the strategy were reprofiled and leads identified to ensure that the project moved forward. Some needed to be further reviewed due to proposed legislation to licence private landlords, including introducing a programme of inspection of privately rented properties, not being brought forward. Investigation of the delivery of these actions commenced in 2020/21.

Performance of Key Projects



There are three key projects included in the 2019 Corporate Strategy under this priority, and at the end of the year overall performance is good.

Two projects are rated as green, meaning they are progressing according to timescale and plan:

- Progress improvements to Tatton recreation ground and surrounding area; and
- Improve play and community spaces across the borough.

One project is rated amber which is an early warning that there may be a problem with the project and more detailed information on this can be found below:

Project Title		Project Status
Implement the Housing Strategy action plan		AMBER
Explanation	<p>This project is rated as amber due many of the actions included in the action plan not progressing as planned as a result of staffing issues over the year, which have now been resolved, has had a knock-on effect on delivery. In addition to this, some progress was affected at the end of the year due to key officers for the delivery of the action plan being redeployed and/or engaged on other Council activity relating to the COVID-19 pandemic.</p> <p>Despite this there was progress, which included compiling a list of all actions to be delivered from January 2020 to January 2021. This list was circulated by the project manager to all service leads and team leaders for them to agree the various actions required to ensure that the project can move forward. This was approved. Progress began on some of the actions during the final quarter of 2019/20 with the action to investigate the impact of the vacation rental online marketplace on the borough and identify any necessary actions has been completed. It was also realised that the proposed legislation to licence private landlords, including introducing a programme of inspection of privately rented properties, had not been brought forward therefore the action needed to be reviewed. It was anticipated this will take place in quarter one of 2020/21.</p>	
Action Required	<p>It was expected that this project will continue to be delivered in quarter one of 2020/21, when the capacity is once again available to redeploy/focus on reacting to the immediate demand caused by the pandemic.</p> <p>Work in quarter one of 2020/21 will focus on re-engagement with key action owners to re-establish the estimated timescales for delivery and review the actions to ensure these are still achievable. Once these have been agreed, delivery on the actions will re-commence.</p>	

A strong local economy



The long-term outcomes for this priority are:

- A vibrant town centre and villages
- A strong and expanding business sector across the whole of the borough
- Access to high quality employment and education opportunities across the borough

ACHIEVING THE LONG TERM OUTCOMES IN 2019/20

Good progress was made with the project to bring forward employment land at Alker Lane, which will seek to finalise site plans, secure planning permission, and establish a project team ahead of the site's future development. The site will accommodate the thriving and expanding local business sector and provide high quality employment opportunities for local residents. The discussions with United Utilities regarding the relocation the water mains at the site, which is key to the development of the site, continued, with negotiations ongoing. The procurement process for the architect appointment to further develop designs for the site, as well as the appointment of a technical team to undertake site investigations to inform the relocation of the watermain, has commenced.

The project to deliver improvements to the town centre made good progress. This project aims to deliver improvements that will enhance the retail and visitor experience of the town centre to ensure it remains an attractive and vibrant commercial hub. Meetings with key stakeholders were conducted in order to gain insight and ideas on how the markets can be improved, which fed into the decision-making process and future delivery of the project. In addition, surveys were completed of properties on Chapel Street which will determine areas for development and investment as part of the wider town centre improvement project.

Good progress was achieved towards the project to develop the business plan for the wholly owned company. The company will enable the Council to effectively acquire and manage its portfolio of assets and be more proactive in driving forward economic development across the borough. During quarter four of 2019/20, the company was officially registered and project meetings hosted to facilitate the development of the investment strategy and business plan. Following the purchase of a distribution warehouse, site visits were conducted to the property to identify future investment opportunities and the lease agreement finalised with the tenant. This fits into our wider investment strategy, which aims to increase the Council's revenue and support job creation.

Performance of Key Projects



There are three key projects included in the 2019 Corporate Strategy under this priority, and at the end of the year overall performance is excellent.

All three projects are rated as green, meaning they are progressing according to timescale and plan:

- Bring forward employment land at Alker Lane;
- Deliver improvements to the town centre; and
- Develop the business plan for the wholly owned company.

An ambitious council that does more to meet the needs of residents and the local area



The long-term outcomes for this priority are:

- A Council that consults and engages with residents
- An ambitious Council that continually strives to improve
- Cohesive communities in and around our rural and urban areas

ACHIEVING THE LONG-TERM OUTCOMES IN 2019/20

The project to deliver shared Council services progressed well during 2019/20. The project aims to create shared services between Chorley Council and South Ribble Borough Council to improve resilience for both Councils and create developmental opportunities to enhance the skillset and capabilities of staff. Plans were finalised for the relocation of employees between both Councils to enable effective relocation of the shared services employees and the new equipment and furniture purchased will enable staff to operate from the new working locations. A shared induction and development programme that will provide staff with support through the transition and provide developmental opportunities was drafted. This was not completed as services were not working from their new bases due to the Covid-19 lockdown. Consequently, the induction was under review to reflect different induction needs. Moreover, a Digital Governance Board was established with preparations made for a shared IT system that will allow staff to work effectively across both Councils and a review of HR policies commenced, including of terms and conditions, with preparations made for a review of pay scales.

Progress was made towards making our borough cleaner and more attractive, which seeks to further enhance the borough as a great place to live, work and visit. Some key milestones completed included the completion of the winter work schedule and the successful delivery of the first phase of double shifting, which will produce efficiency savings and improve Streetscene services. The planting of wildflower meadows was delivered which will provide visually appealing enhancements to the green spaces and will also promote biodiversity and sustainability for the green space of the borough.

Good progress was achieved towards working with our partners to deliver sustainable public services. This project focuses on how we share intelligence to help design services that improve outcomes for residents, addressing the wider social factors that influence overall wellbeing. In quarter four of 2019/20, the partnership delivered a digital careers event at the Strawberry Fields Digital Office park in collaboration with Runshaw College, Lancashire Teaching Hospital and a range of private sector businesses. The event was attended by the

majority of Chorley schools and over 300 individuals looking to explore or progress in their digital career. Additionally, members of the Chorley Public Service Reform Executive visited and took part in the Chorley Experience, an interactive organisational development exhibit aimed at recognising achievements and engaging staff on future shared values and behaviours.

Delivering a project to support the Council's commitment to the green agenda, which seeks to improve the Council's environmental performance, continued to make good progress. The final report of the green agenda task group, which sought to produce recommendations based on research and specialist advice, was approved by Overview and Scrutiny and Executive Cabinet. The Council also approved a budget of £500,000 to deliver four key initiatives based on the recommendations of the task group, including a tree for every resident, home energy efficiency, investment in renewable energy and improving air quality. These will help the Council towards achieving carbon neutrality by 2030. An action plan was approved, which has determined the timescales for delivery of the key initiatives over the next twelve months.

Performance of Key Projects



There are four key projects included in the 2019 Corporate Strategy under this priority, and at the end of 2019/20 overall performance is excellent.

All four projects are rated as green, meaning they are progressing according to timescale and plan:

- Make our borough cleaner and more attractive including wildflower meadows;
- Work with our partners to deliver sustainable public services;
- Deliver a project to support Chorley Council's commitment to the green agenda;
- Deliver shared Council services.

Performance of Corporate Strategy Key Measures – 2019/20

The Corporate Strategy includes key measures to make it possible to monitor progress towards achieving priorities and long-term outcomes. The measures were selected to demonstrate the progress made in achieving the ambitions of the council. Performance in 2019/20 was good, with most indicators performing above target. Areas of underperformance are generally where more challenging targets have been set and where there are significant external influences.

★ Performance is better than target ● Worse than target but within threshold ▲ Worse than target, outside threshold

Indicator Name	Polarity	Target	Performance Quarter 3	Symbol
Number of people who have successfully completed basic digital skills training	Bigger is better	400	790	★
Number of community groups supported to improve by the Council	Bigger is better	75	112	★
Number of affordable homes delivered	Bigger is better	100	81	▲
Number of long-term empty properties in the borough	Smaller is better	150	144	★
Number of parks, open spaces and playing pitches improved linked to strategy delivery	Bigger is better	12	23	★
Household waste sent for reuse, recycling or composting	Bigger is better	38.7%	39.64% ²	★
Overall employment rate	Bigger is better	80%	77.3%	●
Growth in the business rate base	Bigger is better	1.0%	0.7025%	▲
Number of projected jobs created through Chorley Council support or intervention	Bigger is better	120	572	★
The % of 16-17 year olds who are not in education, employment or training (NEET)	Smaller is better	3%	2.7%	★
% service requests received online	Bigger is better	35%	37.54%	★
% customers dissatisfied with the service they have received from the council	Smaller is better	20%	12.73%	★

For those performance indicators that are worse than the target performance, the following reasons and action plans were proposed to Executive Cabinet in June 2020:

Performance Indicator		Target	Performance
	The number of affordable homes delivered	100	81
Reason below target	The main reason for this performance is due to a reduction in Registered Providers (RPs) delivering grant funded schemes within the borough. Registered Providers have slowed down investment activity in Chorley and there may be a variety of reasons for this, one of which could be the lack of large remaining allocated housing sites and land values. The introduction of the new Central Lancashire Local Plan will enable some bridging of the gap in the medium term as this new plan will be allocate new sites for housing with specific policies on affordable requirements which will contribute and encourage further development in the borough.		
Action required	<p>The Council is responding to this by committing to the delivery of affordable homes as a developer and social landlord in its own right, the first example of which is Primrose Gardens Retirement Living which delivered in 2018/19 65 new apartments. There are also more schemes in the pipeline which will build on this success going forward.</p> <p>The Registered Provider preferred partnership framework in Chorley is in the process of being established. This will ensure that Registered Providers selected to benefit from future section 106 developer contribution sites will have demonstrable commitment to investment in the borough in addition to the provision of good quality management arrangements and customer focused service. Chorley Council as a Registered Provider will be applying to join this framework. The robust application of our planning policies will continue in order to secure developer contributions, and importantly, social rent units.</p>		
Performance Indicator		Target	Performance
	Growth in the business rate base	1.0%	0.70%
Reason below target	<p>Performance for the growth in the business rate base is lower than anticipated, with performance at 0.70% against a target of 1%. However, it should be noted that there has been a significant increase in performance in 2019/20 compared to 2018/19 when performance was at -0.13%. Therefore, there has been an increase in performance of 0.8325% between 2018/19 and 2019/20. This is likely due to the growth in the commercial stock across the borough which includes the construction and opening of Lidl, KFC Buckshaw Village, and the Market Walk Extension.</p> <p>The lower than anticipated performance is due to a number of key premises that were delivered in 2019/20, of which would have added significantly to the business rate base, have not been rated yet by the Valuation Office Agency (VOA). These include Escape Entertainments, Reel Cinema and Marks & Spencer.</p> <p>In addition to this, variations in the NNDR rating list with new assessments, deletions and changes to rateable values contributing towards the gross rateable value. There have been some reductions in the value of certain premises over 2019/20, due to natural fluctuations in valuations, which have contributed to the lower than anticipated performance. The business rate base data shows that properties taken out of the Ratings list during 2019/20 resulted in a loss of Rateable Value of £443,325.00, however properties brought into the Ratings list during 2019/20 resulted in an increase to the Rateable Value of £1,166,304.00. This resulted in a net difference of £722,979.00. While this demonstrates a net increase in the rateable value, overall, there has been a growth of 0.70% across the year which performance to just under target of 1%.</p>		

Action required	<p>The weekly list of validated planning application is closely monitored so that the VOA is promptly informed of new commercial assessments and potential increases in existing NNDR rateable values.</p> <p>A combination of the key premises discussed above being rated by the VOA and the construction of a number of new commercial developments across the borough in 2020/21 is likely to result in a substantial increase in the gross rateable value in 2020/21.</p>
----------------------------	--

Strategic Risk Register

Risk management is a cornerstone of good corporate governance and the Council has established a system of risk management which involves the creation of risk registers at a strategic level, service level and individual project levels.

Compiling the Strategic Risk Register requires a collective effort involving Senior Leadership Team (SLT) to identify the key strategic risk issues facing the Council. The Strategic Risk Register is stored and managed within the Council's risk management system GRACE. SLT are responsible for identifying, owning monitoring and mitigating strategic risk including ensuring that any actions against each risk are completed. The GRACE system also contains separate risk registers for individual projects and service level risk registers owned and controlled by individual services managers and project managers.

All strategic risks are now contained and embedded within the GRACE system have been reviewed to inform this latest position. Directors and service leads continue to own individual risks with actions being owned by the most relevant Senior Officer within the organisation.

All risks are stored within the GRACE system and are scored on a 4x4 risk matrix as outlined below:

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

The below table outlines the highest scoring risks on the Strategic Risk Register for 2020.

Risk No.	Description of Risk (any changes marked in red)	Matrix Score May 2020	Change in inherent risk level from 2019
R1	Failure to realise the value of large budget investments and achieve return on investments	16 (High)	→ (increased residual risk)
R2	Failure to achieve desired outcomes through partnership working and deterioration in relationships	16 (High)	→
R3	Budget cuts in key public and third sector partners having a negative impact on local level service delivery	16 (High)	→
R4	Failure to optimise opportunities for new ways of working and alternative business models including options for income generation	16 (High)	→
R16	Not managing the recovery after COVID-19 effectively	12 (High)	→

The majority of strategic risk levels have remained similar to 2019 as mitigating actions and controls have ensured that the risks have been effectively managed and have therefore not escalated across the year. However, all actions and controls have been reviewed and updated against these risks and any changes recorded within the GRACE system.

A new risk has been added for this year to reflect managing the recovery from COVID-19. This risk is regarding the organisational response to manage the recovery as a result of the impact of COVID-19 and effectively delivering the recovery of our communities, business functions and other services. This risk is currently rated as high as plans for recovery are still evolving and this is an unprecedented situation for the Council.

It should be noted that other risks have been reviewed in light of COVID-19 and amended appropriately to reflect the long-term impact that this crisis will have on the Council and services it delivers.

The highest scoring risks (R1-R4) continue to focus on delivering Council priorities, including large scale investment projects, new ways of working and alternative business models including options for income generation. There are significant challenges facing the organisation within the coming year including budgetary pressures and internal and external change, coupled with an ever-increasing demand for services.

Whilst some budget savings have been achieved over 2019/20, the Council continues to face significant financial challenges as we move towards 2020/21 and preparing for these challenges means we must continue to transform the way in which we deliver services to achieve a more efficient organisation that can continue to meet the need of local residents through providing quality services. The work of the Transformation Team continues to focus on achieving the financial savings that need to be made towards a sustainable operational and financial position, informing the corporate planning process and is therefore listed as a control/action measure against many of the highest scoring strategic risks.

The risk score for R1 'failure to realise the value of large budget investments and achieve return on these investments' continues to be the highest rated risk for the Council. This risk

includes the Council's investment into large scale commercial developments such as the Digital Office Park, Market Walk and investment into key employment sites. This year we have seen a slight reduction in the net return for both Market Walk and Digital Office Park despite continuing to invest in work to bring forward more tenants at both sites and our other units including staff time, advertising, and incentives. Therefore, there has been a slight increase in the residual risk score as the need to see a return on this long-term investment to assist the Council in achieving a sustainable financial position in future years remains crucial.

The risk R2 'failure to achieve desired outcomes through partnership working and deterioration in relationships' continues to be rated one of the highest risks for the Council due to the reliance we have on partnership working to support our sustainability in light of reductions in government funding and to work effectively in partnership with other organisations to provide joined up support for our most vulnerable residents. However, extensive progress has been made this year to continue to strengthen established working relationships that the Council has in place (Public Service Reform and Integrated Community Wellbeing Service). Strong control measures are listed to mitigate this risk over the coming months therefore the risk score for this risk remains the same.

The risk R3, refers to budget cuts in key public and third sector partners having a negative impact on local level service delivery. We continue to work with partners to ensure that we are providing the most cost effective and sustainable solutions possible to sustain local services affected by county level budget cuts. However, despite strong controls and mitigating actions in place internally to mitigate this risk, external financial pressures at both a national and county wide level still exist meaning that this risk level is maintained.

The final risk is the risk R4 which is a 'failure to optimise opportunities for new ways of working and alternative business models including options for income generation'. This risk remains unchanged due to the work of the Senior Leadership Team who continue to manage a programme of work which aims to deliver new ways of working and options for income generation. In 2020/21 several actions are planned to reduce this risk level including the development of an Income Generation Strategy and a refresh of the Transformation Strategy to ensure it reflects the latest position and ambitions for the Council.

The Structure of the Council

Chorley Borough Council is part of a two-tier system in Lancashire that consists of a County Council, two Unitary Councils and 12 District Councils. Chorley Borough Council works collaboratively with a wide range of partners to deliver its vision of the Council being:

‘A proactive community leader, supporting the borough and all its residents, whether in urban or rural areas, to reach their full potential through working in partnership to deliver services that achieve the best outcomes for local people and protect vulnerable people.’

During 2019/20, the Council underwent significant changes in its Senior Management structure as part of the sharing of services with South Ribble Borough Council. The changes are not fully in place at the time of publication of these accounts.

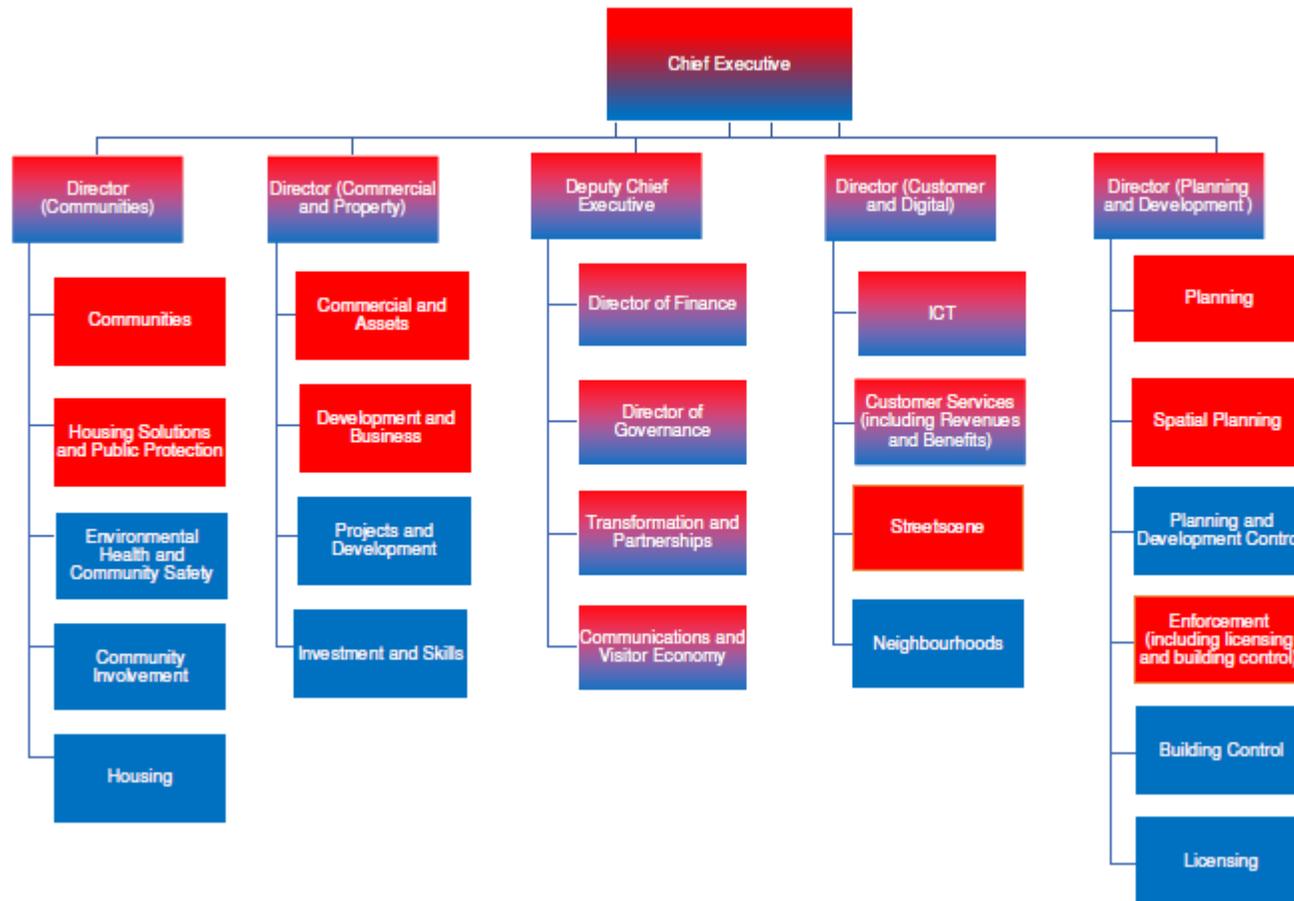
The Council has 44 district councillors elected to cover all the electoral wards across the borough. District councillors represent their communities and bring their views into the Council’s decision-making process. Council meetings are publicised on the Council’s website alongside agendas, reports and minutes. The meetings are open to members of the public to attend bringing decision-making closer to the public.

The political structure of the Council in the 2019/20 year was as follows, with a Labour Party majority administration running the Council:

Party	No.
Labour	36
Conservative	7
Independent	1
TOTAL	44

The Senior Management Structure of the Council was reviewed during 2019/20 to enhance service sharing arrangements with South Ribble Borough Council. A recruitment process was underway to recruit to the new structure during 2019/20 but was not yet fully concluded by the end of the year. The Council currently has interim arrangements in place to deliver the Corporate Plan priorities, which were refreshed in 2019/20. This in turn has informed the allocation of resources within the Medium Term Financial Strategy.

The Current Senior Management Team



Senior Management Team

The Senior Management Team is shared across Chorley and South Ribble Borough Councils and consists of the Chief Executive, a Deputy Chief Executive and Directors as shown at the top two levels above. The Senior Management Team meets monthly and is responsible for developing, identifying resources, delivering and reviewing the delivery of the Council's corporate priorities. The remainder of the posts shown are a mix of shared posts and those individual to each council. Chorley BC posts are shaded red and those specific to South Ribble BC are shaded blue, while the joint posts are shown as a blend of two colours.

The Transformation Board

The Council continues to work towards delivering the transformation strategy with the Transformation Board overseeing its delivery. The purpose of the Transformation Board is to:

- Monitor project progress and issues
- Ensure proposals meet with the overall objectives of the Transformation Strategy and anticipated savings
- Consider dependencies between projects to make sure that activity is coordinated (particularly with regard to consultation/service reviews) and monitor overall demands on capacity

There are currently a number of ongoing projects that the transformation board monitors and supports in order to deliver the transformation strategy.

Context for the 2019/20 Accounts

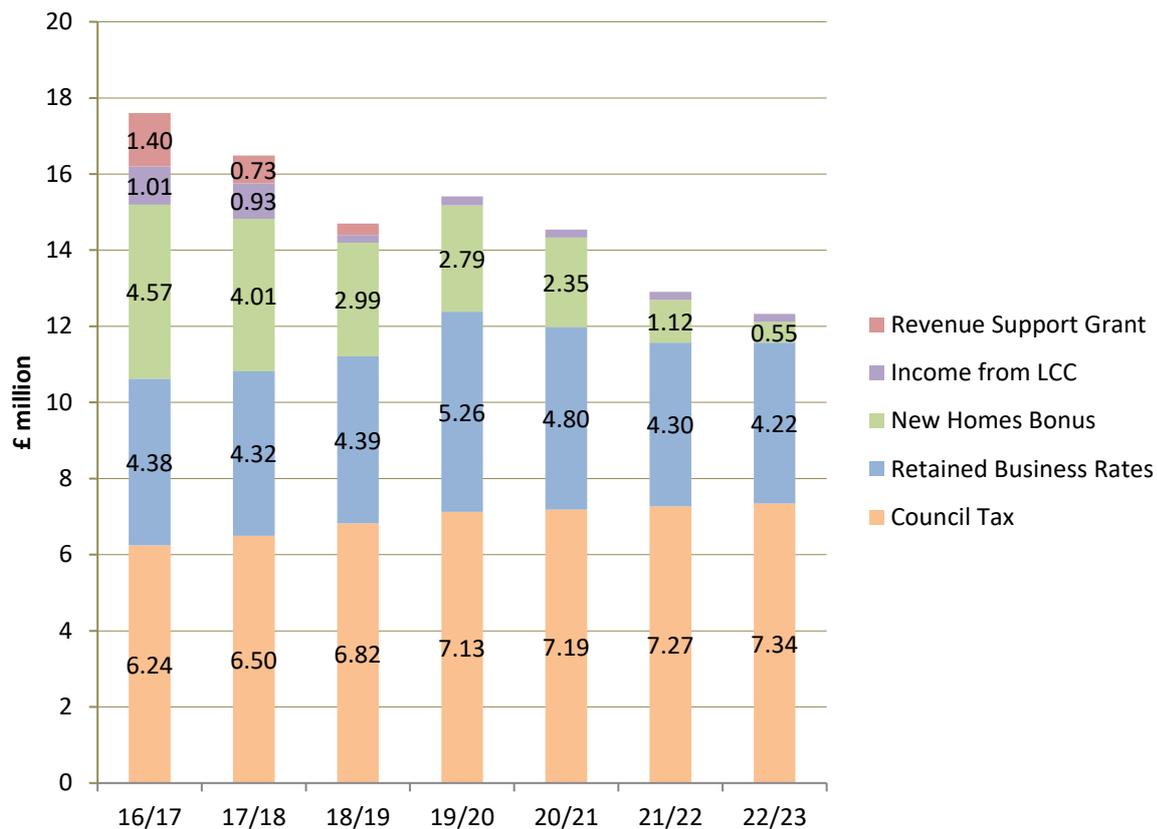
2019-20 was due to be the final year of the Government's four-year Settlement from 2016 to 2020, however following the Spending Round 2019, councils received a further one-year Settlement, with the planned changes from the Fair Funding Review and implementation of 75% Business Rates retention delayed, at that stage, by one year until April. As a result of the Covid 19 pandemic, this has since been further postponed until April 2022, with another one-year Settlement being put in place for 2021/22.

While the ultimate outcomes of the Fair Funding Review remain uncertain, there remains a concern that, once it is completed, the Council will experience significant reductions in funding over the following three years as well as having to manage inflationary budget pressures. It also appears that the Council will lose its New Homes Bonus allocation of £2m a year in the coming three years. There is also significant uncertainty regarding the level of retained business rates income, due to uncertainty around the expected changes to Business Rates Retention and the Fair Funding Review.

The uncertainties regarding funding levels from 2021/22 onwards are a major issue in effective financial planning. It is expected that over the medium term the Council will experience a reduction in funding of over £3m. This may be a reduction in retained Business Rates, if more income is allocated to upper tier authorities, or it could be the potential elimination of New Homes Bonus if it is brought into the calculation of the Council's baseline funding level. This has exacerbated by the impact in 2019-20 and into 2020/21 of the Covid 19 pandemic. The additional financial commitments which this has placed upon the Council have largely been met by additional grant funding, but the situation has been, and remains, subject to considerable uncertainty and to ongoing changes. At this point in time it is not possible to forecast exactly how the reforms and the pandemic will impact the Council. It is vital that this is kept under close review to ensure the organisation continues to deliver its corporate priorities as well as maintaining its financial sustainability.

Chorley Borough Council has experienced and may continue to experience in the coming three years, large reductions in its major funding sources. The forecast reductions in the largest funding sources are outlined in the chart below.

Major Sources of Council Funding



The 2020/21 Medium Term Financial Strategy (MTFS) identified a projected net budget gap over the period 2020/21 to 2022/23 of £3.079m and continued to plan a route by which the budget deficit would be bridged in order to deliver the Council's Corporate Strategy priorities.

As a result of these uncertainties and in order for the Council to manage the changes required over the medium term, the Council will maintain general balances at £4m as well as increasing earmarked reserves to manage the potential short to medium term impact Brexit, Business Rates Reform and Coronavirus may have on the Council, the local economy and residents of Chorley. See the Movement in Reserves Statement on page 50 for more details.

This Council continues to be part of the Lancashire Business Rates Pool which began on 1 April 2016. In a Business Rate Pool, tariffs, top-ups, levies and safety nets can be combined. This can result in a significantly lower levy rate or even a zero levy rate meaning that more or all of the Business Rate growth can be retained within the pool area instead of being payable to the Government. Up until 2018/19, the Pool was based on 50% local retention of income, of which 40% was attributed to this Council, 9% to Lancashire County Council and 1% to the Lancashire Fire and Rescue Authority. For 2019/20, the Pool was based on 75% local retention, with shares of 56%, 17.5% and 1.5% respectively, giving rise to the proportionately higher amounts. For 2020/21, the position has reverted to 50% local retention. The Lancashire Business Rates Pool, which includes most but not all of the local authorities in Lancashire, has been designated by the Secretary of State for Communities and Local Government. Under 75% local retention, no levy was payable, but participating councils committed to make payments into county-wide and resilience funds. The Council originally expected to pay £213k to these funds in 2019/20, but this arrangement was based on the assumption that the 75% local retention would continue into future years. When this proved not to be the case, the funds were discontinued and payments to them limited to a share of any expenditure which had already committed. For Chorley, this was just over £3k. The net benefit to the Council from the pooling arrangement was £822k. See note 14a for more details.

Financial Performance in 2019/20

Despite the financial challenges outlined above, the financial standing of the Council is robust, with sound budget setting and monitoring practices. The Council's 2019/20 Revenue Budget, Capital Programme, MTFs and Treasury Management Strategy were approved at Council on 26 February 2019. Thereafter, budget monitoring reports were submitted at quarterly intervals to the Executive Cabinet. The reports are available on the Council's website.

In 2019/20, the Council continued its successful track record in achieving budgetary savings whilst also maintaining services. The 2019/20 budget setting process also identified a further £1.484m of efficiencies that have been delivered. The following year-on-year budget efficiency savings and additional income has been achieved since 2014/15:

	14/15 £m	15/16 £m	16/17 £m	17/18 £m	18/19 £m	19/20 £m	TOTAL £m
Productivity Savings	0.367	0.017	0.314	0.207	0.220	0.115	1.240
Review of Contracts	0.035	0.200	-	0.059	-	1.100	1.394
Review of Income Streams		0.446	-	0.050	0.050	0.145	0.691
Review of Base Budget	0.094	0.045	0.128	0.100	0.075	0.020	0.462
Review of Financing	0.442	-	-	-	-	-	0.442
Lancashire Business Rates Pooling	-	-	0.725	-	-	-	0.725
Review of Investment Projects	-	-	-	-	-	0.104	0.104
SAVINGS AND ADDITIONAL INCOME	0.938	0.708	1.167	0.416	0.345	1.484	5.058

Council Spending in 2019/20

The Council's provisional revenue outturn for 2019/20 forecasts a £466k underspend against a provisional final budget of £15.654m. A proposal was made to Executive Cabinet in July 2020 to transfer:

- £63k from in-year revenue underspends to the Change Management Reserve to finance one-off redundancy and pension strain costs arising from transformation and shared service strategies. This will bring the reserve to £250k;
- £100k from in-year revenue underspends to fund the revenue implications of future planning appeals. This will bring the reserve to £100k;
- £100k from in-year revenue underspends to fund crucial works to the council's CCTV operations centre; and
- £203k from in-year revenue underspends to increase the business rates retention reserve.

The £466k underspend is analysed below.

	Provisional Adjusted (Income)/ Expenditure Budget	Outturn	Underspend/ (Overspend)
<u>Expenditure</u>	£'000s	£'000s	£'000s
Customer & Digital	5,688	5,554	134
Policy & Governance	4,632	4,697	(65)
Early Intervention	2,301	2,226	75
Business, Development & Growth	1,518	672	846
Directorate Total	14,139	13,149	990
Pension Account & Deficit Recovery	1,186	1,181	5
Benefit Payments	(130)	(133)	3
Market Walk Shopping Centre (excluding borrowing costs)	(1,826)	(1,919)	93
Investment Properties	(67)	(67)	(0)
LCC Transition Fund	90	73	17
Primrose Gardens	69	30	39
Strawberry Fields	160	307	(147)
Net Financing Transactions & Contributions to Capital	1,348	1,822	(474)
Parish Precepts	685	685	0
Total Expenditure	15,654	15,128	526
<u>Financing</u>			
Council Tax	(7,883)	(7,883)	(0)
Business Rates	(4,577)	(4,642)	65
Government Grants	(668)	(627)	(41)
CIL Admin	(50)	(134)	84
New Homes Bonus	(2,790)	(2,790)	0
Use of Earmarked Reserve	(471)	(372)	(99)
Commercialisation of Council Owned Assets	485	485	0
Support for Local Businesses and Corporate Priorities	300	300	0
Slippage to 2020/21	0	69	(69)
Total Financing	(15,654)	(15,594)	(60)
Total Variance Reported in Budget Monitoring Report	0	(466)	466

Analysis of Outturn

The following explains the main variances during 2019/20:

An underspend of £129k on staffing costs during the year arose as a result of savings in the Early Intervention Directorate. This was due to a combination of vacancies and external funding. The Council can claim back staffing and other eligible costs as part of the Syrian resettlement programme from Lancashire County Council. Eligible costs were recovered from the County Council during 2019/20 leading to a saving against staffing budgets.

The Council will make an additional contribution to bad debts of £220k in 2019/20 to manage the expected higher level of general fund (excluding council tax and business rates) debtors. This will increase this provision to £300k. The Council maintains a separate equalisation reserve for Market Walk to help manage voids and rent-free periods at the Centre. This reserve is £468k at the end of 2019/20.

The Council purchased Logistics House in August 2019, following approval by Full Council on 23rd July 2019. The net income, after accounting for borrowing costs, from this in 2019/20 was £460k.

There were other variances during the year. Details were included in the Provisional Revenue and Capital Outturn report to Executive Cabinet on 30th July 2020.

Requests to carry forward underspends into 2020/21 are approved by the Chief Finance Officer. In 2019/20 there has been £69k of approved 'slippage' requests. This includes funds identified for waste and street scene hand tools, scoping for the provision of a replacement finance, payroll and HR system, asset valuations for Council properties and to fund a Network Rail feasibility study for a potential solution to car parking issues at Buckshaw Parkway.

The (surplus) on General Fund balance noted in the Expenditure and Funding Analysis is £688k. This relates to the 2019/20 in-year underspend as well as other movements in reserves described below.

	General Balances	Earmarked Reserves	Total General Fund Balance
	£'000s	£'000s	£'000s
Balance at 31 March 2019	(4,000)	(6,074)	(10,074)
<u>Transfers (to) from General Balances</u>			
Budgeted and in-year contributions to General Balances	0	(203)	(203)
<u>Transfers (to) from Earmarked Reserves</u>			
Rephasing of expenditure (slippage)	0	(70)	(70)
Change Management Reserves	0	(63)	(63)
Planning Appeals Reserve	0	(100)	(100)
Capital Financing Reserve		(100)	(100)
Transfer of Revenue Budget Underspend	0	(333)	(333)
Transfer to Business Rates Retention Reserve	0	(203)	(203)
Transfers to Other Earmarked Reserves	0	51	51
Net Transfer to Earmarked Reserves	0	(688)	(688)
(Surplus) on General Fund Balance in Year	0	(688)	(688)
Net Movement in Year	0	(688)	(688)
Balance at 31 March 2020	(4,000)	(6,762)	(10,762)

The net transfer to earmarked reserves is the net result of drawing down and (adding to) earmarked reserves. The net transfer to earmarked reserves is outlined further in note 11.

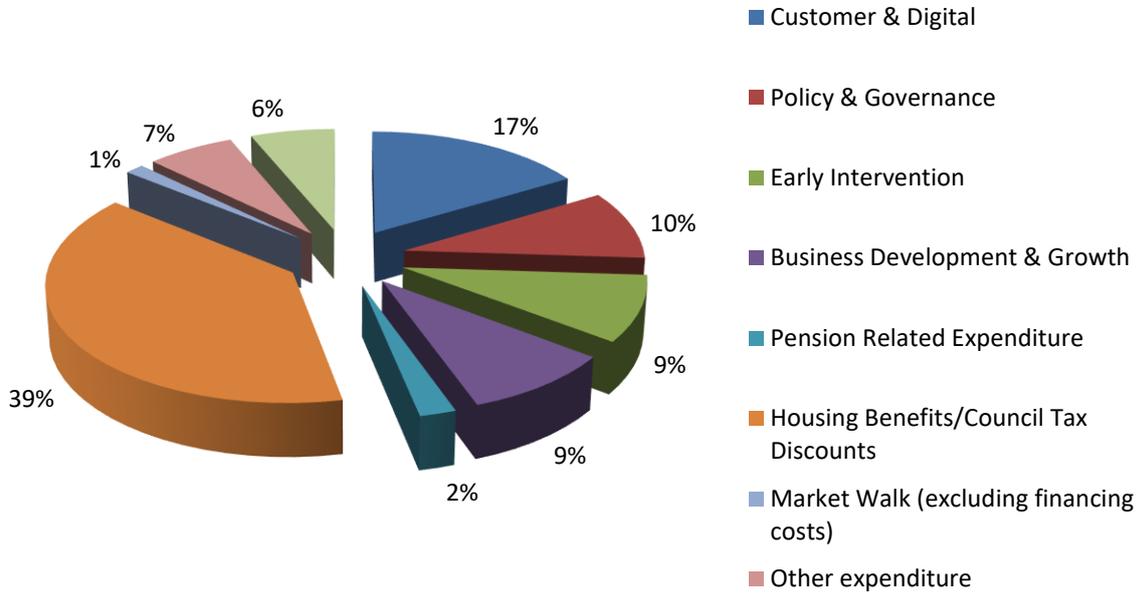
The outturn for the Council, outlined in the Note 1 Expenditure and Funding Analysis, identifies balances of £10.762m. Of these balances £6.762m are earmarked general balances that will be used to deliver Corporate Strategy priorities and the remaining £4.000m is set aside to enable the Council to manage the peaks and troughs in expenditure and income it may experience throughout the MTFS period.

The figure of £688k reconciles to the £535k shown in the Provisional Outturn Report as follows:

	£'000
Net underspend for the year, as per Provisional Outturn Report, Appendix 1 (see Executive Cabinet 30 July 2020)	(535)
Add back transfer to Earmarked Reserves already included in the budget	(203)
	(738)
<i>Additional transactions and adjustments:</i>	
Adjustment to income from Community Infrastructure Levy administration fee	19
Additional contribution to Capital Expenditure	29
Other adjustments	2
Total change in Reserves as per MiRS and Expenditure and Funding Analysis	(688)

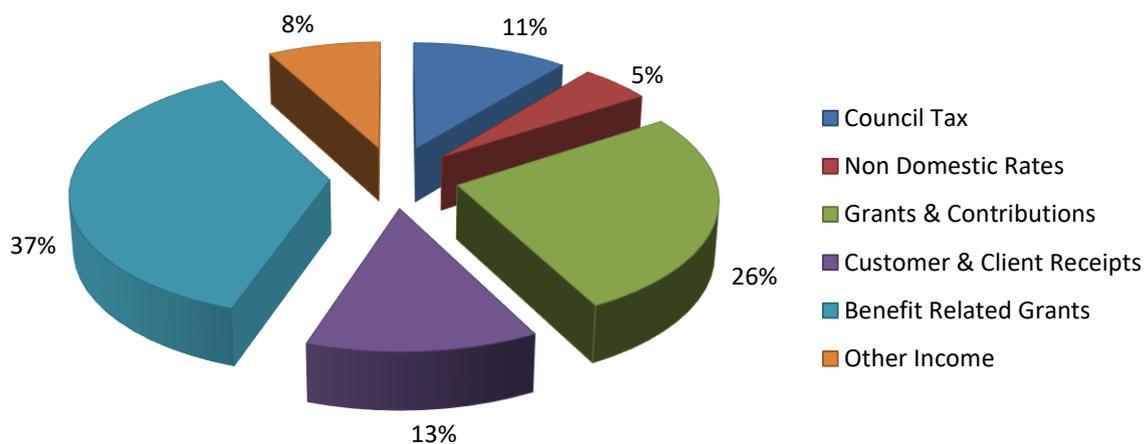
Where the Council's budget was spent

The gross expenditure for the Council is detailed in the Comprehensive Income and Expenditure Statement (page 48). In 2019/20 it consisted of:



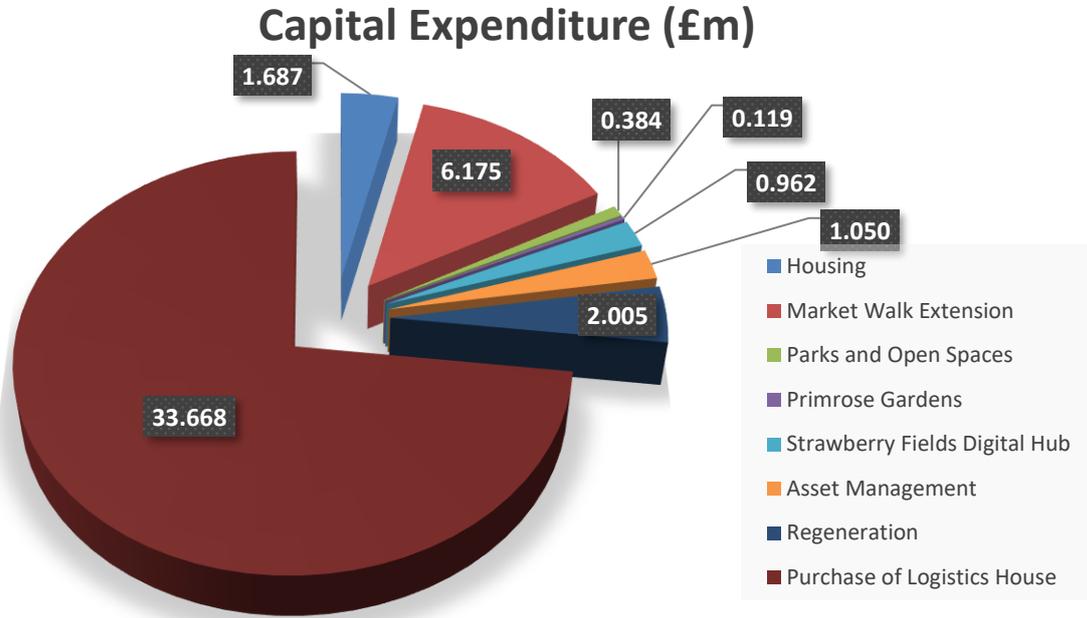
How the Council's spend was funded

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

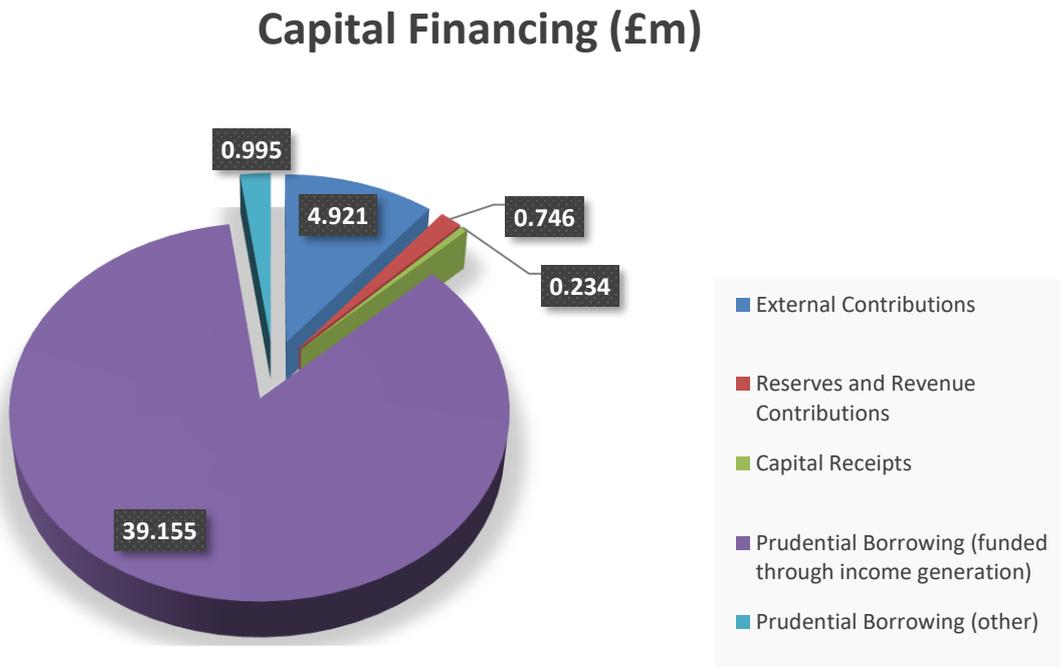


Capital Programme 2019/20

In 2019/20 the Council invested a total of £46.051m of capital expenditure in key projects and areas of development, marking a significant contribution to the economic prosperity of the borough and in the Council's own future service delivery capacity. The single largest item of expenditure was the purchase of Logistics House, at £33.668m. This, together with detail of the spending on other schemes, is set out in the chart below.



The Council has financed this expenditure through a number of different sources outlined in the charts below.



The Council continues to have ambitious plans for future investment. At the end of 2019/20, expenditure for the next three years totalled £53.422.

Reserves and Balances

The Council's 2016/17 Medium Term Financial Strategy specified that general balances should be increased to £4.0m by 2018/19. This was achieved during 2018/19 and has been maintained for 2019/20.

Total earmarked reserves for specific purposes were £6.762m as at 31 March 2020. A full list of these earmarked reserves, together with a description of the purpose of each, can be found at Note 11 to the statement of accounts.

Treasury Management

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

The key facts for 2019/20 were:

- Investments were short-term, in call accounts and money market funds. The maximum period permitted by the Council's Treasury Strategy for term deposits in banks and building societies is one year.
- Cash and cash equivalents net of bank overdraft (note 21) were £8.933m at the end of the year, which was significantly higher than at the end of 2018/19 (£2.917m). The main reason for this was that, at the early stages of the Covid 19 pandemic, there was uncertainty as to whether or not government funding for business support grants would be received before or after payments began to be made. Temporary borrowing of £4.5m was taken out in order to ensure that the cash was available to make those payments.
- The return achieved on investments was 0.64%, on an average cash balance of £8.229m. This was an increase compared to the 0.61% achieved in 2018/19. Cash balances were invested short-term at low interest rates, but use of internal cash for capital financing helped to minimise the use of external borrowing which achieved savings in net interest. The Council's investment performance for the year was only marginally affected by the sharp reduction in interest rates which resulted from the onset of the Covid 19 pandemic, because this occurred very late in the financial year.
- External borrowing increased from £19.990m at the beginning of the year to £64.026m at its end. New borrowing of £45.490m was taken out, while repayments of £1.454m were made. The bulk of the new borrowing (£34m) was to fund a major asset purchase which was undertaken during the year, with the remainder being for a combination of funding for other particular capital projects and to support the capital programme generally.
- In determining Council Tax charges authorities have to make a specific provision for the financing of capital expenditure. The outstanding amount for which provision has to be made is known as the Capital Financing Requirement (CFR). During the year the CFR increased from £49.3m to £88.9m. This increase again reflects the financing on the major asset purchase and other projects referred to above, with this being partially offset by the provision for debt repayment. Further detail of the financing of capital expenditure is shown in Note 35.

Note 19 Financial Instruments presents details of treasury operations, and the management of risk.

Pension Fund Liability

The pension fund deficit has reduced during the year, by £3.236m, from £45.997m to £42.761m, being the net pension liabilities. This reflects the value of pension liabilities which the Council is

required to pay in the future when they fall due, offset by the value of assets invested in the pension fund. In addition, the Council's pension fund has to be revalued every three years to set future contributions into the fund. The latest valuation was in 2019 which reported a funding level of just over 100%, the result of the Lancashire County Pension Fund being one of the most successful Local Authority funds in the country. The Council has a deficit recovery plan in place with the Administering Authority to maintain a 100% funding level by making additional Deficit Recovery Contributions over a 16 year period.

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

Council Tax Base

The revision to the 2019/20 Tax Base, resulting in an increase of 520.21 to the number of Band D equivalent properties (as shown in the Table below), produced a net increase in Council Tax income of circa. £0.097m.

	2017/18	2018/19	2019/20
Number of Band D equivalent dwellings	35,933.64	36,614.18	37,134.39
Change from previous year	751.92	680.54	520.21

Collection Fund

Payments out of the Collection Fund for in-year Council Tax from 2017/18 to 2019/20 are set out below showing the funding for each Precepting Body. Further detail is available within the Collection Fund Statement on page 123 of this document.

	2017/18 £000	2018/19 £000	2019/20 £000
Lancashire County Council	43,901	47,413	50,005
Chorley Council	7,146	7,495	7,814
Police and Crime Commissioner	5,945	6,497	7,481
Lancashire Fire and Rescue	2,354	2,470	2,580
Total	59,346	63,875	67,880

Payments out of the collection fund for in-year Business Rates from 2017/18 to 2019/20 are set out below showing the funding for each precepting body prior to the top up and tariff adjustments being applied. As the collecting body, the tariff reduces Chorley Council's receipt and top ups increase the amount received by Lancashire County Council and Lancashire Fire and Rescue. Further detail is available within the Collection Fund Statement starting on page 123 of this document.

	2017/18 £000	2018/19 £000	2019/20 £000
Central Government	12,411	12,283	6,106
Lancashire County Council (before Top-Up grant received)	2,234	2,211	4,274
Chorley Council (prior to Tariff deduction)	9,929	9,826	13,678
Police and Crime Commissioner (not part of BRR regime)	n/a	n/a	n/a
Lancashire Fire and Rescue (before Top-Up grant received)	248	246	366
Total	24,822	24,566	24,424

Coronavirus Pandemic

In March 2020, the whole of the UK was affected by the pandemic and central government issued various instruction and guidance to combat this. Like all Councils, **Chorley Council** took action to protect itself and staff and the community.

As most restrictions were implemented in late March 2020, the financial effects for 2019/20 are minimal. However, for 2020/21 and future years the financial projections reported to Council in February 2020 have required review and adjustment in what has been an ongoing and often rapidly-developing situation. Officers will review the projections closely as part of the 2021/22 budget and MTFS preparation and make adjustments as appropriate.

It should be acknowledged that central government made significant funding allocations to local government in 2020 which are an assistance to the Council's financial position following the pandemic and in the recovery. However, it is unclear whether this welcome funding will offset the increased spending and reduced income during 2020/21 onwards.

The following paragraphs provide a high level overview of the effects of the situation on this statement of accounts.

Provision of Services

Because of the business continuity plans the Council has, front line service provision was largely unaffected by the lockdown instruction. Leisure facilities and some community facilities have been subject to temporary closures and arrangements implemented for re-opening when allowed. All other services were maintained as a result of business continuity arrangements and where possible staff redeployment to high priority areas. Although reception areas were closed, public services were maintained by digital service provision and use of other communication means. The Council has fully implemented government schemes including offering business rates relief, providing council tax hardship support and providing grants to support business, protecting the economic stability of its area.

Workforce

In line with government instruction, the Council issued a 'stay at home' instruction to its staff from 23rd March 2020. All staff are still strongly encouraged to work from home where it is practical to do so and are only permitted to attend offices where unavoidable. This directive has maintained service provision at a satisfactory level and has greatly reduced the risk that Council staff might become infected. As staff were protected, the Council was able to deploy its staff where suitably trained to other areas. Also, the pandemic did not have a material impact on sickness levels in the Council.

Supply Chains

The Council is aware of its responsibility for the economic wellbeing of its area and has taken all practical steps to protect supply chains. A policy was already in place for prompt payment of supplier invoices and all staff have been requested to pay undisputed invoices more promptly than before the pandemic. Where possible, arrangements have been made with suppliers offering financial support and maintaining their cashflow. This has been further progressed by the Council assisting with the government grant support for businesses, actively encouraging businesses to take advantage of the grants and support available.

Reserves, Financial Performance and Financial Position

At 31st March 2020, the Council's usable revenue reserves were £10.762m. Of these, £6.762m were earmarked for specific purposes, leaving £4.000m in general reserve. It is considered this level of reserves is sufficient for the Council at present. It is acknowledged that although government have provided funding this may not be sufficient to offset future increased expenditure and lost income. The Council will closely monitor its financial position and future budget planning to ensure it remains financially sustainable. The Council will reassess its capital programme and funding throughout the year as by their nature capital projects are vulnerable to delay and cost overrun. It is possible these delays could be exacerbated by the pandemic. The pandemic did not directly affect non-current asset valuations in the balance sheet, although the council's valuer has stressed that the valuations should be viewed as being subject to 'material valuation uncertainty' and that, consequently, less certainty, and a higher degree of caution, should be attached to them than would normally be the case.

The Council will also review its planned efficiencies and savings included in its MTFs to ensure these can be delivered within the anticipated timeframe. These will be assessed as part of the refresh of the 2021/22 Corporate Strategy and MTFs preparation.

Cash Flow Management

The Council closely manages its cash flows ensuring management costs are kept to a minimum while gaining the maximum return on surplus balances. The loss of income from rentals and fees and charges will be temporarily offset by the cash payments received from government for business grants. Cash balances will be managed in accordance with the approved treasury strategy. In the last few days of March 2020, the Council entered into £4.5m of temporary borrowing, in order to manage the cash flow implications of payments of support grants to businesses. This borrowing was repaid before the end of April 2020, following receipt of associated government funding.

Major Risks

The major risks to the Council are covered in the Corporate Risk Register. The pandemic has increased the risk of:

- Increased spending on services;
- Loss of service income;
- Delay in capital projects;
- Increase in sickness levels in staff.

The monitoring and arrangements in place to minimise these risks but cannot eliminate them.

Plans for Recovery

The Covid-19 crisis will continue to have a significant operational and financial impact on the council, its partners and the communities it serves. It is now important that the council has a clear plan for how it will recover its services and return to business as usual as quickly as possible. A key focus will be on getting core services back up and running efficiently. However, there are some aspects of the response effort that will need to remain in place for an extended period of time, such as the community hub and enhanced support for local businesses.

Our plans will need to assess and align the resources required to get the council back on track, while taking account of new responsibilities and priorities as a result of the impact of Covid-19 on residents and communities. In response to this the Corporate Plan will be reviewed so that activities and programs are aligned to supporting communities and businesses through the period of recovery, as well as ensuring activities are appropriate to be delivered in an environment of social restrictions and distancing.

Looking Ahead – Future Challenges, Opportunities and Financial Outlook

Challenges

- **A growing and aging population** – it is estimated that between 2016 and 2041 the population of Chorley will increase by 16.4%, the highest predicted growth rate by far across Lancashire. Over the same period, the borough's population will grow older, with the percentage of the population aged over 75 continuing to rise.
- **Supporting Communities** – the council continues to face challenges, in supporting neighbourhoods under stress, and concentrations of unemployment to promote social and economic growth. Our challenge will be to support this activity, alongside reduced public sector funding. Obviously, this has been increased because of the Corona Virus pandemic.
- **Brexit** – the UK's withdrawal from the European Union in January 2020 and the subsequent end of the transition period, leading to full withdrawal, may have implications for the council over the coming year. The key impacts for our council will be around the potential for a reduction in economic growth and the implications for our local economy, the impact on the national workforce and reductions in the supply of local labour and the uncertainty around the replacement for the current EU funding programmes which have previously been vital in the creation of jobs and boosting local growth.
- **Effective partnership working** – The ongoing increase and changing demand placed upon the council, coupled with reducing budgets will increase the need for all public sector organisations to transform the way they work. The council will need to support, invest and maintain its focus on partnership working, ensuring the capacity exists to generate savings, and protect the interests of the borough and residents.
- **Financial climate** – the Council will experience future reductions in funding as the government's austerity measures continue. The 2020/21 MTFS identified a cumulative net budget shortfall of £2.061m by 2023/24. The impact of this deficit will influence the work of the transformation programme that will deliver efficiency savings in services, drive down the cost of its contracts as well as identifying additional income through charging for the services the council provides and generating additional income streams.

Over the past year, the Council has successfully responded to the significant financial restrictions that have been imposed on local government. Since 2014/15 the council has made savings and generated additional income of £5.058m.

- **Business Rates** - starting in 2022 (this was originally scheduled for 2021), the revaluations of business rates will take place every three years and with new valuations there is a potential for a significant increase in appeals. This change in revaluation frequency and increased appeals could potentially result in further decrease in rateable values and a subsequent erosion of any growth the Council can retain. The largest risk to the value of business rates that the council retains comes in 2022/23 when a new funding methodology is expected to be introduced (this was originally due to happen in 2020/21, but has since been postponed twice). The new system includes a revised calculation as to how much of the retained business rates income the council 'needs' relative to other councils, this could result in the council receiving less of the national 'pool' of business rates income. In addition, the new system could revise the split of retained business rates between district and borough councils, county councils and other preceptors. It is possible that more of the income collected by district and borough councils will be redistributed to county councils.

Opportunities

- Current levels of **interest rates** for borrowing are low due to the economic situation from the Corona Virus pandemic (currently at 0.1%). This provides the opportunity for the Council to invest in capital projects to deliver Corporate Strategy priorities including the generation of new income streams, and may stimulate further economic growth.
- The development of the **£8m Digital Health Park** will bring growth, jobs and opportunities to the borough, potentially injecting a further £18.5m into the Chorley economy.
- The **development of new employment sites** provides the council with the opportunity to deliver employment and income generating opportunities, possibly through new service delivery models such as joint ventures with other public or private entities.
- The newly created **Integrated Community Wellbeing Service** continues to focus public services that relate to promoting health and wellbeing of individuals, tackling prevention and early intervention.
- Workforces from a range of partners, who deliver reform within Chorley are working collectively to drive forward **new ways of working**, and delivering efficiencies, particularly in the support of the health agenda. This work is now delivering a range of projects that will seek to achieve savings across the public sector through reduced duplication, reduced demand and increased preventative activity.
- **Enterprise** - The Localism Act 2011 enabled councils to seek and develop new income generation opportunities.

Delivering Chorley Council's Priorities – The Medium-Term Financial Strategy

These challenges and risks can have both a significant positive or negative effect on the Council's resources and its ability to deliver services to residents. The Council's annually approved Medium Term Financial Strategy (MTFS) provides a clear and concise view of the Council's future sustainability and the strategies the council will pursue to address any budget gaps whilst translating the Council's corporate strategy into deliverable options for the future.

A balanced budget for 2020/21 was approved at Full Council on 25 February 2020. Despite the budget savings identified in the MTFS there remains a net forecast budget deficit of £1.087m in 2021/22 and £2.061m in 2022/23. To achieve a sufficient reduction in net expenditure the Council's strategy will be:

1. To make the Council more financially self-sufficient with specific emphasis on creating investment that generates income. This includes identifying future uncommitted resources and commits the balances to support income generating schemes.
2. To realise savings through the procurement of its contracts
3. To identify the efficiencies through investment in infrastructure, ICT and through exploring alternative delivery models that will enable the Council to balance the budget whilst seeking to minimise the impact on front line service users

The summary of the forecast savings and income generation is given below:

	2021/22 £m	2022/23 £m
Forecast Budget Deficit	1.087	2.061
Leisure Management Contract Savings	(0.446)	(0.446)
Income Generation – Investment Sites	(0.200)	(0.200)
Income Generation - Parking		(0.200)
Efficiency Savings	(0.441)	(1.215)
Forecast Adjusted Medium Term Budget Deficit	0.000	0.000

The Council will continue to keep the MTFs under review given:

- the level of efficiency savings and income generation required to balance the budget over the medium term. The timing of the delivery of these targets will need to be closely managed and where necessary reserves utilised to meet temporary delays in transformation strategy net budget reductions.
- the high degree of uncertainty surrounding the changes to Government policy such as business rates retention and the fair funding review.

Going Concern

Chorley Council's MTFS outlines the strategies it will pursue to meet current and future funding shortfalls. The approval of a balanced budget for 2020/21 has already been given and there is no reason to believe that the risks to the approval of the council's budget in future years will not be entirely mitigated through the transformation programme. We have accordingly considered it appropriate to adopt a going concern basis for the preparation of these financial statements.

Receipt of Further Information

If you would like to receive any further information about these accounts, please contact Chorley Borough Council on 01257 515151.

Statement of Responsibilities

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

The Council's responsibilities

The Council shall:

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

The Chief Finance Officer's Responsibilities

The Chief Finance Officer is responsible for preparing the Authority's Statement of Accounts in accordance with proper practices as set out in the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Local Authority Accounting in the United Kingdom 2019/20 (the Code).

In preparing this Statement of Accounts, she has:

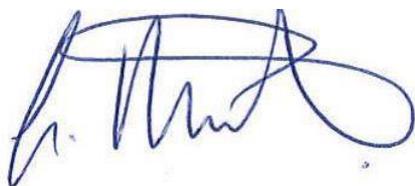
- selected suitable accounting policies and applied them consistently;
- made judgements and estimates that are reasonable and prudent; and
- complied with the local authority Code.

She has also:

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

Certificate

I certify that the Statement of Accounts gives a true and fair view of the financial position of the Authority at 31 March 2020 and its Income and Expenditure for the year ended 31 March 2020.



Louise Mattinson ACA
Director of Finance Officer and Section 151 Officer
Date: 30 November 2021

Comprehensive Income and Expenditure Statement

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

2018/19				2019/20		
Gross Expenditure*	Gross Income	Net Expenditure		Gross Expenditure	Gross Income	Net Expenditure
£'000	£'000	£'000		£'000	£'000	£'000
10,569	(3,387)	7,182	Customer & Digital*	10,756	(3,149)	7,607
5,806	(1,130)	4,676	Policy & Governance*	6,293	(1,679)	4,614
4,431	(1,602)	2,829	Early Intervention*	4,686	(1,861)	2,825
6,038	(2,869)	3,169	Business, Development & Growth*	5,132	(2,094)	3,038
		0	Budgets excluded from Directorate monitoring			
1,275	0	1,275	• Pensions-related	3,161	0	3,161
23,199	(23,379)	(180)	• Housing Benefits/Council Tax Discounts*	20,155	(20,265)	(110)
2,304	(2,071)	233	• Market Walk (excluding financing costs)*	5,000	(2,328)	2,672
177	0	177	• Other expenditure	8,504	(327)	8,177
53,799	(34,438)	19,361	Cost of Services	63,687	(31,703)	31,984
684	0	684	Other operating expenditure (note 12)	556	0	556
4,434	(2,564)	1,870	Financing and investment income and expenditure (note 13)*	4,887	(4,673)	214
6,336	(34,161)	(27,825)	Taxation and non-specific grant income (note 14)	10,119	(29,821)	(19,702)
		(5,910)	(Surplus)/deficit on provision of services			13,052
		(35)	(Surplus)/deficit on revaluation of Property, Plant and Equipment assets			(5,700)
		(699)	Re-measurement of the net defined benefit liability (note 37d)			(6,510)
		(734)	Other Comprehensive (Income) and Expenditure			(12,210)
		(6,644)	Total Comprehensive (Income) and Expenditure			842

* To meet the latest accounting requirements, amounts set aside to provide for non-recovery of outstanding debt is now shown against 'Financing and investment income and expenditure', rather than against the individual service lines. The resulting changes in the Gross Expenditure figures shown above for 2018/19, compared to those which appeared in the 2018/19 Statement of Accounts, are shown in the table below. These amounts have also been added the accounting adjustments shown in Notes 1 and 8 and the net expenditure for each service, as shown in the Expenditure and Funding Analysis at Note 1, is unchanged from figures shown in the 2018/19 Statement.

Gross Expenditure 2018/19			
	Amount as per Statement of Accounts 2018/19 £'000	Gross Income £'000	Adjusted amount £'000
Customer & Digital	10,881	(312)	10,569
Policy & Governance	5,801	5	5,806
Early Intervention	4,435	(4)	4,431
Business, Development & Growth	6,080	(42)	6,038
Budgets excluded from Directorate			0
• Pensions-related	1,275	0	1,275
• Housing Benefits/Council Tax Discounts	23,204	(5)	23,199
• Market Walk (excluding financing costs)	2,308	(4)	2,304
• Other expenditure	177	0	177
Cost of Services	54,161	(362)	53,799
Other operating expenditure (note 12)	684	0	684
Financing and investment income and expenditure (note 13)	4,072	362	4,434
Taxation and non-specific grant income	6,336	0	6,336
(Surplus)/deficit on provision of services	65,253	0	65,253

Movement in Reserves Statement

The Movement in Reserves Statement shows the movement from the start of the year to the end 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 other 'unusable reserves'. The 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 for the year. The Net Increase/Decrease line shows the statutory General Fund Balance movement in the year following those adjustments.

	General Fund Working Balance	General Fund Earmarked Reserves (note 11)	Total General Fund Balance	Capital Receipts Reserve	Capital Grants Unapplied	Total Usable Reserves (note 24)	Unusable Reserves (note 25)	Total Reserves
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Current Year								
Balance at 31 March 2019	(4,000)	(6,074)	(10,074)	(1,071)	(14,030)	(25,175)	(796)	(25,971)
Movement in reserves during 2019/20								
Total Comprehensive Income and Expenditure	13,052	0	13,052	0	0	13,052	(12,210)	842
Adjustments between accounting basis and funding basis under regulations (Note 10)	(13,740)	0	(13,740)	98	807	(12,835)	12,835	0
Increase or decrease in 2019/20 before transfers to/(from) earmarked reserves	(688)	0	(688)	98	807	217	625	842
Movement in Earmarked Reserves (Note 11)	688	(688)	0	0	0	0	0	0
Increase or decrease in 2019/20	0	(688)	(688)	98	807	217	625	842
Balance at 31 March 2020 carried forward	(4,000)	(6,762)	(10,762)	(973)	(13,223)	(24,958)	(171)	(25,129)

	General Fund Working Balance	General Fund Earmarked Reserves (note 11)	Total General Fund Balance	Capital Receipts Reserve	Capital Grants Unapplied	Total Usable Reserves (note 24)	Unusable Reserves (note 25)	Total Reserves
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Comparative Year								
Balance at 31 March 2018	(4,000)	(8,322)	(12,322)	(1,499)	(13,966)	(27,787)	8,460	(19,327)
Movement in reserves during 2018/19								
Total Comprehensive Income and Expenditure	(5,910)	0	(5,910)	0	0	(5,910)	(734)	(6,644)
Adjustments between accounting basis and funding basis under regulations (Note 10)	8,158	0	8,158	428	(64)	8,522	(8,522)	0
Increase or decrease in 2018/19 before transfers to/(from) earmarked reserves	2,248	0	2,248	428	(64)	2,612	(9,256)	(6,644)
Movement in Earmarked Reserves (Note 11)	(2,248)	2,248	0	0	0	0	0	0
Increase or decrease in 2018/19	0	2,248	2,248	428	(64)	2,612	(9,256)	(6,644)
Balance at 31 March 2019 carried forward	(4,000)	(6,074)	(10,074)	(1,071)	(14,030)	(25,175)	(796)	(25,971)

Balance Sheet

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

31 March 2019 £'000		Notes	31 March 2020 £'000
91,621	Property, Plant & Equipment	15	91,977
2,531	Heritage Assets	16	2,531
885	Investment Property	17	35,677
64	Intangible Assets	18	50
462	Long-Term Debtors	19	4,655
95,563	Long-Term Assets		134,890
5,645	Short-Term Debtors	20	6,423
2,917	Cash and Cash Equivalents	21	8,933
8,562	Current Assets		15,356
(2,215)	Short-Term Borrowing	19	(6,663)
(8,992)	Short-Term Creditors	22	(10,241)
(1,194)	Provisions	23	(1,867)
(12,401)	Current Liabilities		(18,771)
(682)	Long-Term Creditors	19	(1,325)
(18,949)	Long-Term Borrowing	19	(62,159)
(45,997)	Other Long-Term Liabilities – pensions	37	(42,761)
(15)	Other Long-Term Liabilities – other		(15)
(111)	Grant Receipts in Advance - Capital	33	(86)
(65,754)	Long Term Liabilities		(106,346)
25,970	Net Assets		25,129
25,175	Usable Reserves	MiRS, 24	24,958
795	Unusable Reserves	25	171
25,970	Total Reserves		25,129

The audited accounts were issued on 30 November 2021.

Louise Mattinson ACA
 Director of Finance Officer and Section 151 Officer
 Date: 30 November 2021

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.

2018/19 £'000		2019/20 £'000
5,910	Net surplus or (deficit) on the provision of services (CI&ES page 48)	(13,052)
6,550	Adjustments to net surplus or deficit on the provision of services for non-cash movements (Note 26a)	17,963
(14,108)	Adjustment for items included in the net surplus or deficit on the provision of services that are investing or financing activities (Note 26b)	(4,304)
(1,648)	Net cash flows from Operating Activities (Note 26)	607
(3,500)	Investing Activities (Note 27)	(42,229)
6,709	Financing Activities (Note 28)	47,638
1,561	Net increase or (decrease) in cash and cash equivalents	6,016
1,356	Cash and cash equivalents at the beginning of the reporting period	2,917
2,917	Cash and cash equivalents at the end of the reporting period (Note 21)	8,933

Cash and Cash Equivalents at the beginning and end of the 2019/20 reporting period have been defined to be net of the bank overdraft.

Notes to the Main Financial Statements

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

1 EXPENDITURE AND FUNDING ANALYSIS – NOTE TO MAIN FINANCIAL STATEMENT

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

2018/19				2019/20		
Net Expenditure Chargeable to the General Fund Balance	Adjustments between the Funding and Accounting Basis	Net Expenditure in the Comprehensive Income and Expenditure Statement	Directorate	Net Expenditure Chargeable to the General Fund Balance	Adjustments between the Funding and Accounting Basis	Net Expenditure in the Comprehensive Income and Expenditure Statement
£'000	£'000	£'000		£'000	£'000	£'000
6,186	996	7,182	Customer & Digital	5,554	2,053	7,607
4,546	130	4,676	Policy & Governance	4,696	(82)	4,614
2,113	716	2,829	Early Intervention	2,216	609	2,825
1,272	1,897	3,169	Business, Development & Growth	1,613	1,425	3,038
			Budgets excluded from Directorate monitoring			
1,056	219	1,275	• Pensions-related	1,181	1,980	3,161
(180)	0	(180)	• Housing Benefits/Council Tax Discounts	(133)	23	(110)
(1,690)	1,923	233	• Market Walk (excluding financing costs)	(1,918)	4,590	2,672
177	0	177	• Other expenditure	409	7,768	8,177
13,480	5,881	19,361	Net Cost of Service	13,618	18,366	31,984
(11,232)	(14,039)	(25,271)	Other Income and Expenditure	(14,306)	(4,626)	(18,932)
2,248	(8,158)	(5,910)	(Surplus)/Deficit in year	(688)	13,740	13,052
(12,322)			Opening General Fund Balance at 1 April	(10,074)		
2,248			Add (Surplus)/Less Deficit on General Fund Balance in Year	(688)		
(10,074)			Closing General Fund Balance at 31 March	(10,762)		

See footnote to Comprehensive Income and Expenditure Statement for change in total accounting adjustments on individual service lines, compared to Statement of Accounts for 2018/19.

2 ACCOUNTING POLICIES

These notes explain the policies used to ensure the Council's financial position is fairly presented.

2.1 General Principles

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

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

2.2 Accruals of Income and Expenditure (Revenue Recognition)

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

- Revenue from contracts with service recipients, whether for services or the provision of goods, is recognised when (or as) the goods or services are transferred to the service recipient in accordance with the performance obligations in the contract.
- Revenue from Council Tax and Business Rates is measured at the full amount receivable (net of impairment losses) as they are non-contractual, non-exchange transactions. Revenue from non-exchange transactions shall be recognised when it is probable that the economic benefits or service potential associated with the transaction will flow to the authority, and the amount of the revenue can be measured reliably.
- Supplies are recorded as expenditure when they are consumed – where there is a gap between the date supplies are received and their consumption, they are carried as inventories on the Balance Sheet if balances are material.
- Expenses in relation to services received (including services provided by employees) are recorded as expenditure when the services are received rather than when payments are made.
- Interest receivable on investments and payable on borrowings is accounted for respectively as income and expenditure on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract.
- Where revenue and expenditure have been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet. Where debts may not be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected.

2.3 Cash and Cash Equivalents

Cash and Cash Equivalents are shown net of bank overdrafts that are repayable on demand. Cash consists of cash in hand and deposits repayable without penalty on notice of not more than 24 hours.

Cash Equivalents consist of highly liquid investments which mature in less than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

2.4 Charges to Revenue for Non-Current Assets

To record the cost of holding non-current assets during the year, services, and support services are debited with depreciation charges, revaluation and impairment losses in excess of accumulated revaluation gains, and amortisation charges in respect of intangible assets.

The Council is not required to raise council tax to fund depreciation, revaluation and impairment losses or amortisation. 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 Council in accordance with statutory guidance). Depreciation, revaluation and impairment losses and amortisation are therefore replaced by the Minimum Revenue Provision (MRP) contribution, by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement for the difference between the two.

2.5 Council Tax and Non-Domestic Rates

Billing authorities such as Chorley Borough Council 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 National 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.

2.6 Contingent Assets and Liabilities

A contingent asset or liability arises where an event has taken place that gives the Authority a possible asset or obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within its control. Contingent liabilities are not recognised in the Balance Sheet but are disclosed in a note to the core financial statements. Contingent assets are disclosed in a note where it is probable that there will be an inflow of economic benefits or service potential.

2.7 Exceptional Items

When items of income or expense are material, their nature and amount is disclosed separately, either on the face of the Comprehensive Income and Expenditure Statement, or in the notes to the main financial statements, depending on their significance.

2.8 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 wages and 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, e.g. 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 wage and salary rates applicable in the following accounting year, being the period in which the employee takes the benefit. The accrual is charged to Surplus or Deficit on the Provision of Services, but then reversed out through the Movement in Reserves Statement so that holiday entitlements are charged to revenue in the financial year in which the holiday absence occurs.

Termination benefits

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

Where termination benefits involve the enhancement of pensions, statutory provisions require the General Fund balance to be charged with the amount payable by the Council to the pension fund or pensioner in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, appropriations are required to and from the Pension 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 are members of the Local Government Pension Scheme which provides defined benefits to members. Full details of transactions are given in Note 37. The following notes explain the methodology.

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

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

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

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

Service cost comprising:

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

Re-measurement comprising:

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

Contributions paid to the pension fund:

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

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

Discretionary Benefits

The Council also has restricted powers to make discretionary awards of retirement benefits in the event of early retirements. Any liabilities estimated to arise as a result of an award to 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.

2.9 Events after the Reporting Period

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

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

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

2.10 Financial Instruments

Financial Liabilities

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

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

Financial Assets

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

The council recognises expected credit losses on all of its financial assets measured at amortised cost, either on a 12-month or lifetime basis. The expected credit loss model also applies to lease receivables and contract assets. Only lifetime losses are recognised for trade receivables (debtors) held by the authority. Where a financial asset measured at amortised cost is identified as being subject to an expected credit loss, this shall be recognised as an impairment and the loss charged to Financing and Investment Income and Expenditure in the Comprehensive Income and Expenditure Statement.

2.11 Going Concern

The accounts have been prepared on the assumption that the Council will continue in existence for the foreseeable future. Transfers of services under combinations of public sector bodies (such as local government reorganisation) do not negate the presumption of going concern.

2.12 Government Grants and Other 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 the grant or contribution are required to be consumed by the recipient as specified, or future economic benefits or service potential must be returned to the transferor.

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

Community Infrastructure Levy

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

2.13 Heritage Assets

Heritage assets are assets held principally for their contribution to culture and knowledge.

Astley Hall

The house was built in the mid-seventeenth century, and extended in 1825. It was given to Chorley Council in 1922 as a memorial following the First World War. It houses a collection of paintings and furniture and has accredited museum status awarded by the Arts Council. The house is valued using the depreciated cost method of valuation. Following a detailed condition survey in 2010/11, its value was reduced to a nominal £1 to reflect the substantial repair liability

Other Heritage Assets

The council's other heritage assets are all reported in the Balance Sheet at insurance valuation. The assets are as follows:

- Civic Regalia
- Astley Hall furniture and art collection
- Astley Park Entrance
- Benjamin Disraeli Statue

The carrying amounts of Heritage Assets are reviewed where there is evidence of impairment for Heritage Assets, for example where an item has suffered physical deterioration or breakage. Any impairment is recognised and measured in accordance with the Council's general policies on impairment.

Where the Council disposes of heritage assets, the proceeds of these items are accounted for in accordance with the authority's general provisions relating to the disposal of property, plant and equipment. Disposal proceeds are disclosed separately in the notes to the financial statements and are accounted for in accordance with statutory accounting requirements relating to capital expenditure and capital receipts.

2.14 Intangible assets

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

The cost is amortised over the economic life to reflect the pattern of consumption, the first year of charge being that in which the expenditure is incurred. The charge is made to the relevant service line in the Comprehensive Income and Expenditure Statement.

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

2.15 Investment Properties

Investment properties are those held solely to earn rentals 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.

They are measured initially at cost and subsequently at fair value. They are not depreciated but are re-valued annually by a RICS-qualified valuer. Gains and losses on revaluation are posted to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. The same treatment is applied to gains and losses on disposal. Gains and losses on revaluation and disposal are not permitted by statute to impact on the council tax. A reversal is therefore done between the General Fund Balance and the Capital Adjustment Account (or, in the case of sale proceeds exceeding £10,000, to the Capital Receipts Reserve).

Rentals received in relation to investment properties are credited to the Financing and Investment Income line in the Comprehensive Income and Expenditure Statement.

2.16 Leasing

Leases are classified as finance leases where the terms of the lease transfer substantially all the risks and rewards incidental to ownership of the asset from the lessor to the lessee. All other leases are classified as operating leases.

If the lease covers both land and buildings, then the land and building elements are considered separately for classification.

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

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

The Authority as lessor

Finance Leases

Where the Authority grants a finance lease over an asset, it is written out of the Balance Sheet and charged to the "gain or loss on disposals" line in Other Operating Expenditure in the Comprehensive Income and Expenditure Statement. The Authority's net investment in the lease is credited to the same line, matched by a Long-Term Debtor in the Balance Sheet.

Lease rental receipts are split between finance income (credited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement), and the principal element applied to write down the Long-Term Debtor.

Operating leases

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

2.17 Non-Current Assets Held for Sale

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

2.18 Overheads

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

2.19 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 estimates are accounted for prospectively, i.e. in the current and future years affected by the change, and do not give rise to a prior period adjustment.

Changes in accounting policies are only made when required by proper accounting practice or if the change provides more reliable or relevant information about the effect of transactions on the Council's financial position or financial performance. Where a change is made it is applied

retrospectively by adjusting opening balances and comparative amounts from prior periods. Material errors will also require a prior period adjustment. Material errors discovered in prior period figures are corrected retrospectively by amending opening balances and comparative amounts for the period.

2.20 Property Plant and Equipment (PPE)

All expenditure on the acquisition, creation, or enhancement of Property, Plant and Equipment is capitalised on an accruals basis, provided it exceeds the 'de minimis' threshold of £5,000 and provides benefits to the Council for a period of more than one year.

Measurement

Assets are initially measured at cost, comprising the purchase price, and any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by the Council. The Authority does capitalise borrowing costs incurred whilst major assets are under construction.

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

- Infrastructure, Community Assets, Assets under Construction, and equipment, are held at depreciated historical cost.
- Surplus assets have a current value measurement base of fair value, which is estimated at highest and best use from a market participant's perspective.
- All other assets are measured at current value, determined as the amount that would be paid for the asset in its existing use.

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

Valuations are provided by RICS-qualified valuers, are on the basis recommended by CIPFA, and accord with the Statement of Asset Valuation Principles and Guidance Notes issued by the RICS. Assets held in the Balance Sheet at current value are revalued sufficiently regularly to ensure that their carrying amount is not materially different from their current value at the year-end, but as a minimum every five years.

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

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

Depreciation

Non-current assets held for sale, assets under construction, and assets without a determinable finite useful life (such as freehold land and certain community assets) are not depreciated.

Other property is depreciated over its useful life on a straight line basis. Depreciation is based on the opening value of assets, weighted for part-year acquisitions or disposals if appropriate. Components are separately depreciated if:

- The total value of the host asset (excluding land) exceeds £0.5m and
- The value of the component exceeds 20% of the asset value (excluding land)

Depreciation periods are as follows:

	<u>years</u>
Property (excluding components separately identified)	5-70
Property components - mechanical	25
Portable office facilities	10-15
Vehicles	3-10
IT equipment	3-5
Other equipment	5-15

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

Impairment

All assets are reviewed annually for impairment. If the recoverable amount of an asset is estimated to be less than its carrying amount, an impairment loss is recognised for the shortfall. Impairment losses are charged against revaluation gains held in the Revaluation Reserve. If these are inadequate the loss is charged to the relevant service line in the Comprehensive Income and Expenditure Statement.

If an impairment loss is subsequently reversed, the reversal, up to the amount of the original loss adjusted for depreciation, is credited to the relevant service line in the Comprehensive Income and Expenditure Statement.

Disposal and Non-current Assets Held for Sale

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

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

Capital Charges and Council Tax

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

2.21 Provisions

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

2.22 Reserves

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

2.23 Revenue Expenditure Funded from Capital Under Statute

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

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

2.24 Value Added Tax

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

2.25 Fair Value Measurement

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

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

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

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

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

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

The Council uses valuation techniques that are appropriate in the circumstances and for which sufficient data is available, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

Inputs to the valuation techniques in respect of assets and liabilities for which fair value is measured or disclosed in the Council's financial statements are categorised within the fair value hierarchy, as follows:

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

3 ACCOUNTING STANDARDS THAT HAVE BEEN ISSUED BUT HAVE NOT YET BEEN ADOPTED

The 2019/20 Code requires changes in accounting policy to be applied retrospectively unless alternative transitional arrangements are specified in the Code. The Code requires an authority to disclose information relating to the impact of an accounting change that will be required by a new standard that has been issued but not yet adopted by the Code for the relevant financial year.

The standards that may be relevant for additional disclosures that will be required in the 2019/20 and 2020/21 financial statements in respect of accounting changes that are introduced in the 2020/21 Code are:

- amendments to IAS 1 Presentation of Financial Statements and IAS 8: Accounting Policies, Changes in Accounting Estimates and Errors: definition of material,
- amendments to IAS 28 Investments in Associates and Joint Ventures: Long-term Interests in Associates and Joint Ventures,
- annual improvements to IFRS Standards 2015-2017 Cycle,
- amendments to IAS 19 Employee Benefits: Plan Amendment, Curtailment or Settlement, and
- amendments to references to the Conceptual Framework in IFRS Standards.
- IFRS 16 Leases

The council does not anticipate that the above amendments will have a material impact on the information provided in the financial statements.

4 CRITICAL JUDGEMENTS IN APPLYING ACCOUNTING POLICIES

In applying the accounting policies set out in Note 2, the Authority has made certain judgements about complex transactions or those involving uncertainty about future events. The critical judgements made in the Statement of Accounts are:

Funding

There continues a high degree of uncertainty about future levels of funding for local government. This has been increased by the impacts of the Covid 19 pandemic, both in terms of the introduction of greater general uncertainty and, more specifically, the further postponement of the funding review, originally due for 2019/20 and subsequently delayed by a year to 2020/21, by another year to 2021/22. However, the Authority has determined that this uncertainty is not yet sufficient to provide an indication that the assets of the Authority might be impaired as a result of a need to close facilities and/or reduce levels of service expenditure.

Leases

Judgement has been applied in accounting for the leasing by the Council to tenants of offices, industrial units and sites, and retail units in Market Walk Shopping Centre as operating leases. The Code defines operating leases as a lease other than a finance lease; whereas a finance lease transfers substantially all the risks and rewards incidental to ownership of an asset, potentially including title. The accounts have been prepared by applying the judgement that ownership of such leased assets would not transfer to the lessees.

Group Accounts

The Authority does not consider that the preparation of group accounts is required. In reaching this conclusion, a particular matter has required careful consideration in respect of the position at 31 March 2020. In September 2019, the Council purchased a major warehousing and distribution facility at a cost of £33.9m (including fees and Stamp Duty Land Tax). Ownership of the asset is to be transferred to a council wholly owned company under the terms of a long-term lease. The intention was that this arrangement would have been in place prior to 31 March 2020, but the disruption caused by the need to respond to the developing Covid-19 pandemic, in terms both of the immediate direct effects on the practicalities of completion and of the diversion of resources to meet the requirements of urgent response measures, meant that this was not ultimately possible. Had the arrangements been complete, then group accounts would have been required. More detail is set out in Note 41 and also in Notes 20 and 22.

Fair Values

When measuring the fair value of a non-financial asset, the council uses judgement to ascertain a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use. It also uses judgements regarding inputs to valuation techniques, particularly whether they are applicable and relevant to the assets or liabilities, either directly or indirectly, being valued. What is described here is the basis on which fair value is determined and this is not itself affected by the impacts of the Covid 19 pandemic. Please see references in Notes 5 and 17 below in respect of the potential effects on actual valuations.

Business Rates Appeals

With business rates, ratepayers who consider the rateable values of their properties to be too high can lodge an appeal with the Valuation Office to have it reviewed. Any resulting reduction in bills can be backdated, perhaps over several years. This creates an uncertainty, because it means that the amount of income for the year from business rates, which has been included by the council in this Statement of Accounts, may later be reduced. Given that the gross income (before reliefs) in each financial year is over £30m and that the provision is required to cover several years, even a relatively low percentage allowance produces a material amount, so the council must acknowledge this in its Statement.

Given that the uncertainties involved, ie the numbers of future appeals, their value and how far they will be backdated are all unknown, the question arises as to whether this should be treated as a provision or as a contingent liability. It is considered that it should be recognised as a provision, rather than as a contingent liability, because it meets the definition of a provision under IAS 37, in that there is:

- (1) a present obligation arising from a past event;
- (2) payment is probable;
- (3) the amount can be estimated reliably.

In respect of (1), the 'present obligation' can (under IAS 37) be either legal or constructive. For appeals already lodged the present obligation would be legal. However, for appeals not yet lodged, the present obligation is constructive, on the basis that the past practice of the council, in processing liability adjustments and associated refunds, creates a valid expectation on the part of

the business rates payer that refunds will be granted in the future, as a result of equivalent liability adjustments. The past event is the raising of the business rates charge.

In respect of (2), there is a probability of payment, although there is a chance that refunds may not be payable, if individual businesses no longer exist. However, the number of such credits written off is very low. Any credits that are written off require liability adjustment (effectively re-raising the debt for refunds that are not payable). As such they are included in the data that feeds into the provision calculation.

In respect of (3), because of the nature of the revised appeals process introduced from April 2017 onwards, there are particular issues in estimating the potential value of appeals against valuations effective from that time onwards. The pattern of liability movements resulting from successful appeals across the years from 2010/11 to 2016/17 have been reviewed. This, together with comments by the Valuation Office that the approach adopted for the 2017 revaluation was the same as for earlier valuations and a review of the approaches adopted by other authorities, supports the view that the level of provision made by the council at the end of 2019/20 is of an appropriate level.

The need for local authorities to consider making a business rates appeals provision developed as a result of the change to 'Business Rates Retention' within the local government finance system from 2013/14 onwards. Prior to this, the impact of appeals was absorbed within the amounts paid by the council into the then national business rates pool. The relevant CIPFA guidance clarified the view on whether authorities should include an element for refunds on appeals not yet lodged. It quoted IAS 37, paragraph 39 which deals with situations involving large populations where the obligation is estimated by weighting all possible outcomes by their associated probabilities. It is considered that the appeals provision methodology adopted by the council is entirely consistent with this 'expected value' methodology.

5 ASSUMPTIONS ABOUT THE FUTURE AND OTHER MAJOR SOURCES OF ESTIMATION UNCERTAINTY

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

Item	Uncertainty	Effect if actual results differ
Pensions liability	The estimated liabilities depend on a number of complex judgements. These include future retirement ages, mortality rates, salary increases, returns on investments and discount rates. A firm of consulting actuaries is engaged to provide advice on these assumptions.	Sensitivity to the factors contributing to this estimate is shown in Note 37j. Small changes have major impacts on the pension deficit. At 31 March 2020, a 1% increase in the council's pensions obligations would increase the net liability by £1.462m.
Pensions Assets	The scheme holds a varied portfolio of assets, details of which are shown at Note 37i. The valuations shown in this Statement are those assessed as at 31 March 2020. Beginning in March 2020, there have been significant fluctuations in equity markets around the world in relation to	At 31 March 2020, a 1% increase in the scheme's asset would reduce the net liability by £1.032m.

	<p>the Covid-19 pandemic. As a result the valuation of pension fund assets as at this date is subject to material valuation uncertainty. This has potentially far-reaching consequences in terms of funding and risk which will need to be kept under review. The actuary's stated view is that it is important to take stock of the situation as opposed to make immediate decisions in what is an unprecedented set of events. The Fund has a risk management framework in place and in particular the investment strategy is reviewed on a regular basis. The stated view is that employer contributions should not be revisited, but the position should be kept under review by the Administering Authority (Lancashire County Council) who will monitor the development of the situation and keep all stakeholders informed of any potential implications, so that the outcome can be managed effectively. For some employers this could mean a review of contributions prior to the next valuation depending on their financial covenant.</p>	<p>The council anticipates that it will spend £1.746m on current pension contributions in 2020/21 (see Note 37h). A 1% upward variation on this would produce an increased cost of £17k.</p>
Debtors	<p>Note 20 shows total debtors of £6.423m, of this figure £1.282m relates to uncollected housing benefit overpayments. Changes in the administration of benefits are pending which may affect recovery in future years. The provision made for these debts has therefore been maintained at 70% to reflect this.</p> <p>In addition to the level of provision that would usually be made, £111k of additional provision has been made in respect of the uncertainties created by the Covid 19 pandemic.</p>	<p>Any additional impairment will be a charge to the Comprehensive Income and Expenditure Statement.</p> <p>A 1% increase in the impairment of doubtful debts would result in an additional charge of £0.018m to the CI&ES.</p>
Asset valuations	<p>Note 15 shows that fixed assets valued at £85.700m (£83.615m of Operational Land and Buildings, £1.612m of Community Assets and 0.473m of Surplus Assets) are carried at either current value or depreciated replacement cost value.</p> <p>Note 17 shows that investment properties valued at £35.678m are carried at current value.</p> <p>The valuations have been carried out by qualified valuers in accordance with Royal Institution of Chartered Surveyors Guidance</p> <p>Assets subject to review had a valuation date of 31st March 2016 or earlier or were subject to assessment by Management that the value may have changed materially. The council also revalued the Market Walk Shopping Centre as the asset was valued at £18.5m at the end of 2018/19 and therefore represented a large proportion of the council's total asset portfolio. The shopping centre's existing use value was reduced to £18.1m at 31 March 2020, reflecting the current conditions in the retail market and a number of leases that remain under review.</p>	<p>The values are only estimates and thus could over or understate the actual values realisable if sale actually occurred.</p> <p>A fall in the value of the council's investment properties will result in a charge to the CIES. Every 10% fall in the total value of the council's investment properties would result in a £3.568m charge to the CIES.</p> <p>Likewise, a 10% in the value of other assets valued at current value would produce a variation of £8.570m. How much, if any, of this would be chargeable to the CIES would depend on the individual assets affected and whether</p>

	<p>A number of assets that had been at an advanced stage of completion at the end of 2018/19, ie the Market Walk Extension, Strawberry Fields Digital Office Park and Primrose Gardens Retirement Village, were brought into use and so were subject to valuation for the first time. They were valued at a combined total of £31.606m. Logistics House, a major warehousing and distribution facility, which was purchased in 2019/20 for £33.668m (see Note 17) was also valued, with a resulting valuation of £34.395m.</p> <p>These valuations, and most specifically those that are based on current value, are subject to variations as a result of market fluctuations. The Covid 19 pandemic has introduced significantly greater uncertainty into this. The council's valuations were not finalised until November 2020, so some time after the onset of the pandemic. Nonetheless' the valuer has subsequently confirmed that, as a result of the pandemic, the valuations are reported on the basis of 'material valuation uncertainty' and that, consequently, less certainty, and a higher degree of caution, should be attached to them than would normally be the case.</p>	<p>or not there were associated balances in the Revaluation Reserve.</p>
Provisions	<p>A provision of £1.852m has been recognised for the best estimate of the amount that businesses have been overcharged business rates up to 31 March 2020. The estimate in respect of appeals against the rating lists prior to that for 2017 has been calculated using the Valuation Office Agency (VOA) ratings list of appeals and the analysis of successful appeals to date. In respect of the 2017 list, there have, as yet, been only a very limited number of appeals at a national level and so the appropriate level of provision is more difficult to gauge. The council's provision has been set at 4% of the net rates payable for each year. Benchmarking information indicates that this is a little higher than the average for councils of this size and type. See Note 23.</p>	<p>If the value of successful appeals exceeded the provision there would be a reduction in the local share of business rates income available to fund the Authority's services. Similarly, an increase in the provision to cover such appeals would be a charge to the Collection Fund which would also reduce the local share of business rates income available to fund the Authority's services. A 1% increase in the provision would result in an additional charge to the Collection Fund of £0.033m, of which this Authority's share of the cost would be 56% or £0.019m.</p>
Fair value measurements	<p>When the fair values of financial assets and financial liabilities cannot be measured based on quoted prices in active markets (i.e. Level 1 inputs), their fair value is measured using valuation techniques (e.g. quoted prices for similar assets or liabilities in active markets). Where possible, the inputs to these valuation techniques are based on observable data, but where this is not possible judgement is required in establishing fair values. These judgements typically include considerations such as uncertainty and risk. However, changes in the assumptions</p>	<p>The Council uses the market approach to value of some of its investment properties and financial assets. The unobservable inputs used in the fair value measurement include management assumptions regarding rent yield and growth, vacancy levels (for investment</p>

	<p>used could affect the fair value of the Council's assets and liabilities. Where Level 1 inputs are not available, the Council employs relevant experts to identify the most appropriate valuation techniques to determine fair value (for example for investment properties, the Council's Senior Valuer). Information about the valuation techniques and inputs used in determining the fair value of the Council's assets and liabilities are disclosed in Notes 2, 17 and 19.</p>	<p>properties). Significant changes in any of the unobservable inputs would result in a lower or higher fair value measurement for the investment properties and financial assets.</p>
--	---	--

6 MATERIAL ITEMS OF INCOME AND EXPENSE

All material items have been disclosed in the statement or in the notes to the main financial statements. For the purposes of this note the council considers material items to be those greater than £1.029m (2018/19 £1.104m). This equates to 1.9% (2018/19 2.0%) of the council's gross service expenditure for the preceding financial year and matches the threshold adopted by the council's auditor.

7 EVENTS AFTER THE REPORTING PERIOD

The unaudited Statement of Accounts was authorised for issue by the Director of Finance/Section 151 Officer on 30 November 2021. Subsequent events are not reflected in the financial statements or in the notes. Where events taking place before this date provided information about conditions existing at 31 March 2020, the figures in the financial statements and notes have been adjusted in all material respects to reflect the impact of this information.

There are no non-adjusting events after the Balance Sheet date, but reference is made to further comments at Note 40.

8 NOTE TO THE EXPENDITURE AND FUNDING ANALYSIS

The Expenditure and Funding Analysis, which forms Note 1 to the accounts, can be found on page 54.

This note provides a reconciliation of the main adjustments to the Net Expenditure Chargeable to the General Fund Balance to arrive at the amounts in the Comprehensive Income and Expenditure Statement. The relevant transfers between reserves are explained in the Movement in Reserves Statement.

2019/20	Adjustments for Capital Purposes (Note A)	Net change for the Pensions Adjustments (Note B)	Other Differences (Note C)	Total Statutory Adjustments	Other Adjustments (Note D)	Total Adjustments
Adjustments from General Fund to arrive at the Comprehensive Income and Expenditure Statement amounts	£'000	£'000	£'000	£'000	£'000	£'000
Customer & Digital	2,012	83	7	2,102	(49)	2,053
Policy & Governance	56	50	8	114	(196)	(82)
Early Intervention	586	29	(3)	612	(3)	609
Business, Development & Growth	1,400	25	17	1,442	(17)	1,425
Budgets excluded from Directorate monitoring						
• Pensions-related	0	1,980	0	1,980	0	1,980
• Housing Benefits/Council Tax Discounts	0	0	0	0	23	23
• Market Walk (excluding financing costs)	4,584	2	0	4,586	4	4,590
• Other expenditure	7,761	2	5	7,768	0	7,768
Cost of Services	16,399	2,171	34	18,604	(238)	18,366
Other Income and Expenditure from the Expenditure and Funding Analysis	(5,345)	1,102	(621)	(4,864)	238	(4,626)
Difference between General Fund surplus or deficit and Comprehensive Income and Expenditure Statement Surplus or Deficit on the Provision of Services	11,054	3,273	(587)	13,740	0	13,740

2018/19	Adjustments for Capital Purposes (Note A)	Net change for the Pensions Adjustments (Note B)	Other Differences (Note C)	Total Statutory Adjustments	Other Adjustments (Note D)	Total Adjustments
Adjustments from General Fund to arrive at the Comprehensive Income and Expenditure Statement amounts	£'000	£'000	£'000	£'000	£'000	£'000
Customer & Digital	951	32	13	996	(312)	684
Policy & Governance	103	25	2	130	5	135
Early Intervention	702	15	(1)	716	(4)	712
Business, Development & Growth	1,889	11	(3)	1,897	(42)	1,855
Budgets excluded from Directorate monitoring						
• Pensions-related	0	219	0	219	0	219
• Housing Benefits/Council Tax Discounts	0	0	0	0	(5)	(5)
• Market Walk (excluding financing costs)	1,921	1	1	1,923	(4)	1,919
• Other expenditure	0	0	0	0	0	0
Cost of Services	5,566	303	12	5,881	(362)	5,519
Other Income and Expenditure from the Expenditure and Funding Analysis	(14,827)	1,154	(366)	(14,039)	362	(13,677)
Difference between General Fund surplus or deficit and Comprehensive Income and Expenditure Statement Surplus or Deficit on the Provision of Services	(9,261)	1,457	(354)	(8,158)	0	(8,158)

Note A Adjustments for Capital Purposes

This column adds in depreciation and impairment and revaluation gains and losses in the service lines, and for:

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

Note B Net Change for Pension Adjustments

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

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

Note C Other Statutory Adjustments

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

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

Note D Other Non-statutory Adjustments

Other non-statutory adjustments represent amounts debited/credited to service segments which need to be adjusted against the 'Other income and expenditure from the Expenditure and Funding Analysis' line to comply with the presentational requirements in the Comprehensive Income and Expenditure Statement. These are:

- For financing and investment income and expenditure, adjustments in respect of charges for the provision for non-collection of outstanding debts.

This adjustment category is additional to those shown in the Statement of Accounts for 2018/19. Please see footnote to Comprehensive Income and Expenditure Statement for more detail.

9 EXPENDITURE AND INCOME ANALYSED BY NATURE

The authority's expenditure and income is analysed as follows

	2018/19 £'000	2019/20 £'000
Expenditure/Income		
Expenditure		
Employee benefits expenses	12,438	15,539
Other service expenses	37,117	32,761
Depreciation, amortisation, impairment	4,606	15,625
Interest payments	4,072	4,649
Precepts, tariffs and levies	7,007	10,805
Loss on the disposal of assets	13	(130)
Total expenditure	65,253	79,249
Income		
Fees, charges and other service income	(8,406)	(9,713)
Interest and investment income	(2,566)	(3,733)
Income from council tax and non-domestic rates	(17,178)	(21,948)
Government grants and contributions	(34,208)	(26,653)
Other grants and contributions	(8,805)	(4,150)
Gain on the disposal of assets	0	0
Total income	(71,163)	(66,197)
Surplus or Deficit on the Provision of Services	(5,910)	13,052

10 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 arrive at the resources that are specified by statutory provisions as being available to the authority to meet future capital and revenue expenditure.

2019/20	General Fund Balance £'000	Capital Receipts Reserve £'000	Capital Grants Unapplied £'000	Unusable Reserves £'000
Adjustments to the Revenue Resources				
Amounts by which income and expenditure included in the Comprehensive Income and Expenditure Statement				
Pensions costs (transferred to (or from) the Pensions Reserve) (note 25d)	(3,274)	0	0	3,274
Financial instruments (transferred to the Financial Instruments Adjustments Account) (note 25c)	0	0	0	0
Council tax and NDR (transfers to or from Collection Fund Adjustment Account) (note 25e)	621	0	0	(621)
Holiday pay (transferred to the Accumulated Absences Reserve) (note 25f)	(33)	0	0	33
Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure (these items are charged to the Capital Adjustment Account) (note 25b)	(14,560)	0	0	14,560
Total Adjustments to Revenue Resources	(17,246)	0	0	17,246
Adjustments between Revenue and Capital Resources				
Transfer of non-current asset sale proceeds from revenue to the Capital Receipts Reserve (MiRS)	136	(136)	0	0
Statutory provision for the repayment of debt (transfer from the Capital Adjustment Account) (note 26b)	569	0	0	(569)
Capital expenditure financed from revenue balances (transfer to the Capital Adjustment Account) (note 26b)	746	0	0	(746)
Total Adjustments between Revenue and Capital Resources	1,451	(136)	0	(1,315)
Adjustments to Capital Resources				
Use of the Capital Receipts Reserve to finance capital expenditure (MiRS)	0	234	0	(234)
Application of capital grants to finance capital expenditure (MiRS)	2,055	0	807	(2,862)
Total Capital Resources	2,055	234	807	(3,096)
Total Adjustments	(13,740)	98	807	12,835

2018/19	General Fund Balance £'000	Capital Receipts Reserve £'000	Capital Grants Unapplied £'000	Unusable Reserves £'000
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 (or from) the Pensions Reserve) (note 25d)	(1,457)	0	0	1,457
Financial instruments (transferred to the Financial Instruments Adjustments Account) (note 25c)	0	0	0	0
Council tax and NDR (transfers to or from Collection Fund Adjustment Account) (note 25e)	364	0	0	(364)
Holiday pay (transferred to the Accumulated Absences Reserve) (note 25f)	(10)	0	0	10
Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure (these items are charged to the Capital Adjustment Account) (note 25b)	6,479	0	(5,752)	(727)
Total Adjustments to Revenue Resources	5,376	0	(5,752)	376
Adjustments between Revenue and Capital Resources				
Transfer of non-current asset sale proceeds from revenue to the Capital Receipts Reserve (MiRS)	149	(149)	0	0
Statutory provision for the repayment of debt (transfer from the Capital Adjustment Account) (note 25b)	542	0	0	(542)
Capital expenditure financed from revenue balances (transfer to the Capital Adjustment Account) (note 25b)	2,091	0	0	(2,091)
Total Adjustments between Revenue and Capital Resources	2,782	(149)	0	(2,633)
Adjustments to Capital Resources				
Use of the Capital Receipts Reserve to finance capital expenditure (MiRS)	0	577	0	(577)
Application of capital grants to finance capital expenditure (MiRS)	0	0	5,688	(5,688)
Total Capital Resources	0	577	5,688	(6,265)
Total Adjustments	8,158	428	(64)	(8,522)

The following sets out a description of the reserves that the adjustments are made against.

General Fund Balance

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

Capital Receipts Reserve

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

Capital Grants Unapplied

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

11 TRANSFERS TO/FROM EARMARKED RESERVES

The movements in reserves during the year were as follows

Type of Earmarked Reserve	Balance 1 April 2018 £'000	Transfers		Balance 31 March 2019 £'000	Transfers		Balance 31 March 2020 £'000
		Out £'000	(In) £'000		Out £'000	(In) £'000	
Rephasing of planned expenditure	(1,221)	934	(531)	(818)	382	(461)	(897)
Rephasing of New Investment Projects	(1,494)	964	(608)	(1,138)	552	(323)	(909)
Grants reserved for specific expenditure	(164)	59	(164)	(269)	126	(155)	(298)
Financing of capital expenditure	(2,702)	1,653	(441)	(1,490)	525	(946)	(1,911)
Planning purposes including appeals	(220)	157	(185)	(248)	29	(127)	(346)
Restructuring of services	(412)	260	(162)	(314)	226	(162)	(250)
Retail Investment	(115)	18	0	(97)	97	(46)	(46)
Apprenticeships and Graduates	(52)	0	(71)	(123)	61	0	(62)
Resource equalisation	(1,114)	371	(290)	(1,033)	0	(589)	(1,622)
Maintenance of Council buildings	(495)	239	(142)	(398)	48	(50)	(400)
Maintenance of Grounds	(14)	0	(10)	(24)	0	(10)	(34)
Elections	(90)	29	0	(61)	30	0	(31)
Other	(229)	186	(16)	(59)	158	(55)	44
Total	(8,322)	4,870	(2,620)	(6,072)	2,234	(2,924)	(6,762)

Purpose of Earmarked Reserves

- **Rephasing of planned expenditure** – there are a number of directorate initiatives which span more than one financial year or for which funds have been budgeted but not yet started. These reserves will ensure that such initiatives can be completed. They include ICT projects and infrastructure £216k, slippage from 2019/20 and earlier years £240k, Shared Services implementation £72k, transformation challenge and public service reform £48k and neighbourhood working £105k.

- **Rephasing Investment Projects** – there are a number of specific investment packages included in the Council's annual revenue budget aimed at delivering corporate priorities. As delivery on these schemes will be made over more than one year, these reserves enable unspent balances to be carried forward to future years. They include investment budgets carried forward to 2020/21 £524k and an investment fund for realising income generation £385k.
- **Grants reserved for specific expenditure** – this represents income from government grants received which have no conditions attached or where no expenditure has yet been incurred.
- **Financing of capital expenditure** – In 2019/20 funding from the reserve was used to finance works on a number of schemes, including £329k for general asset improvements and £171k for works to cemeteries. Money was also set aside for the funding of future schemes, producing a year end balance of £1.911m.
- **Planning purposes including appeals** – this reserve has been established to mitigate future costs of planning appeals.
- **Restructuring of services** – this reserve is provided to support the one-off staffing cost implications of service transformation programmes.
- **Retail Investment** – this reserve represents the council's investment in the borough through the Retail Grants Programme which provides specific funding for local businesses in the form of refurbishment grants and business rate subsidy.
- **Apprenticeships and Graduates** – this reserve provides funding over a two year period for apprenticeships within the Customer Transformation service.
- **Resource equalisation** – this represents the Business Rates Retention reserve £1,155k and Market Walk income equalisation reserve £468k established to minimise the risk of fluctuations in future income levels from Business Rates and the Council owned shopping precinct.
- **Maintenance of Council buildings** – this reserve has been established to provide funding for future asset improvement works in relation to the council owned Market Walk retail precinct and other Council properties.
- **Maintenance of Grounds** - this reserve provides for future investment in the council's parks and open spaces.
- **Elections** – this has been established to equalise the costs of holding local elections over the Council's four year election cycle.
- **Other** – this represents other balances set aside in reserves to mitigate the impact of various issues including potential future bad debts on Council Tax Summons/Liability Orders and changes in the Council's pay policy.

12 OTHER OPERATING EXPENDITURE

2018/19 £'000		2019/20 £'000
671	Parish council precepts	686
162	(Gains)/losses on disposal of non-current assets	6
(98)	Capital receipts from the sale of previously transferred housing stock	(99)
(51)	Other capital receipts	(37)
684	Total	556

13 FINANCING AND INVESTMENT INCOME AND EXPENDITURE

2018/19 £'000		2019/20 £'000
485	Interest payable and similar charges	1,075
1,153	Net interest on the net defined benefit liability (asset)	1,102
(65)	Interest receivable and similar income	(68)
(65)	Income and Expenditure in relation to investment properties and changes in their fair value	(2,133)
362	Allowance for impairment of outstanding debts*	238
1,870	Total	214

* See footnote to Comprehensive Income and Expenditure Statement.

14 TAXATION AND NON-SPECIFIC GRANT INCOME & EXPENDITURE

2018/19 £'000		2019/20 £'000
(7,586)	Council tax income	(7,863)
(3,257)	Non-domestic rates income and expenditure	(3,966)
(4,625)	Non ring-fenced government grants (Note 33)	(5,023)
(12,357)	Capital grants and contributions (Note 33)	(2,850)
(27,825)	Total	(19,702)

14(a) LANCASHIRE BUSINESS RATES POOL

In 2016/17, 2017/18 and 2018/19 this council was part of the Lancashire Business Rates Pool. In a Business Rate Pool, tariffs, top-ups, levies and safety nets are combined. This can result in a significantly lower levy rate or even a zero levy rate meaning that more or all of the business rate growth can be retained within the pool area instead of being payable to the Government.

The Lancashire Business Rates Pool, which included most but not all of the local authorities in Lancashire, was designated by the Secretary of State for Housing, Communities and Local Government and originally operated with allocations on the basis of the 50% business rates retention scheme.

In 2019/20 the council, along with 15 other authorities in Lancashire, submitted a successful bid to become a 75% Business Rate Pilot Pool. This meant that 75% of collected rates were retained in Lancashire rather than 50%.

A comparison of the business rates income allocations in 2018/19 and 2019/20 are shown in the table below:

	2018/19	2019/20
District Authorities	40%	56%
Lancashire County Council	9%	17.5%
Lancashire Combined Fire Authority	1%	1.5%
	50%	75%
Central Government	50%	25%
Total	100%	100%
Unitary Authorities	49%	73.5%

Lancashire Business Rates Pilot Pool Members 2019/20	Authority Type	Tariffs and Top-Ups in Respect of 2019/20 £	Total Growth above Baseline Under 75% Scheme £	Additional Retained Growth above that under the 50% Scheme £
Blackburn with Darwen Unitary Authority	Top-Up	-27,209,155	6,290,545	2,096,849
Blackpool Unitary Authority	Top-Up	-27,136,666	965,342	321,780
Burnley Borough Council	Tariff	8,389,841	3,894,421	1,112,691
Chorley Borough Council	Tariff	10,116,103	2,888,454	825,273
Fylde Borough Council	Tariff	11,921,669	3,971,482	1,134,710
Hyndburn Borough Council	Tariff	5,350,206	644,806	184,230
Pendle Borough Council	Tariff	5,125,168	2,363,324	675,236
Preston Borough Council	Tariff	27,181,715	1,627,197	464,913
Ribble Valley Borough Council	Tariff	6,364,376	2,331,874	666,250
Rosendale Borough Council	Tariff	4,595,868	1,820,769	520,220
South Ribble Borough Council	Tariff	15,149,823	4,667,725	1,333,636
West Lancashire Borough Council	Tariff	13,287,104	2,905,817	830,233
Wyre Borough Council	Tariff	10,760,888	2,011,984	574,853
Lancashire County Council	Top-Up	-164,645,542	9,362,315	4,448,284
Lancashire Combined Fire Authority	Top-Up	-17,656,850	957,163	311,393
Central Government	-	118,405,452	-	-
Total		0	46,703,218	15,500,551

In 2019/20 the governance arrangements for the pilot pool were approved such that any retained growth above that which would have been received under the previous 50% scheme was to be split on the following basis:

- Risk Resilience Reserve: The first 5% of any additional growth was to be used to create a new risk resilience reserve to mitigate against any extra loss arising from being a pilot member.
- Strategic Economic Growth and Financial Sustainability Fund: A further 25% of the additional growth was to be set aside to create a Lancashire wide fund to be used to target strategic

economic growth and improve financial sustainability and allocated based on unanimous decisions of the Pilot Pool Governing Body after the closure of the financial year.

The position on the Pilot Pool for 2019/20, based upon the final submitted NNDR3 returns, is detailed below:

Lancashire Business Rates Pilot Pool Members 2019/20	Additional Retained Growth above that under the 50% Scheme £	5% Due to Risk Resilience Reserve £	25% Due to Strategic Economic Growth and Financial Sustainability Fund £
Blackburn with Darwen Unitary Authority	2,096,849	104,842	524,212
Blackpool Unitary Authority	321,780	16,089	80,445
Burnley Borough Council	1,112,691	55,635	278,173
Chorley Borough Council	825,273	41,264	206,318
Fylde Borough Council	1,134,710	56,736	283,678
Hyndburn Borough Council	184,230	9,212	46,058
Pendle Borough Council	675,236	33,762	168,809
Preston Borough Council	464,913	23,246	116,228
Ribble Valley Borough Council	666,250	33,313	166,563
Rosendale Borough Council	520,220	26,011	130,055
South Ribble Borough Council	1,333,636	66,682	333,409
West Lancashire Borough Council	830,233	41,512	207,558
Wyre Borough Council	574,853	28,743	143,713
Lancashire County Council	4,448,284	222,414	1,112,071
Lancashire Combined Fire Authority	311,393	15,570	77,848
Total	15,500,551	775,028	3,875,138

During the year an advance request for use of the Strategic Economic Growth and Financial Sustainability Fund was considered and agreed by the Governing Body in respect of expenditure to be incurred by Lancashire County Council in the creation of the Greater Lancashire Plan. This was to be capped at £400,000.

At a later point in the year, and in light of the Covid-19 pandemic financial pressures, it was decided by the Governing Body that the expenditure on the Great Lancashire Plan would instead only be funded up to the £50,000 that had been defrayed at that point. It was also agreed that all authorities would retain any remaining balance on the Strategic Economic Growth and Financial Sustainability Fund to help them meet their own financial resilience pressures under the pandemic.

In accordance with the Memorandum of Understanding for the Pilot Pool, the Risk Resilience Reserve would be retained by each Pool member, unless it was evidenced at the end of the financial year through the completion of the NNDR3 returns that such funds were needed.

The outturn position showed that the Risk Resilience Reserve was not needed and that the only payment due to the Strategic Economic Growth and Financial Sustainability Fund was the £50,000 in total towards the Greater Lancashire Plan. The overall position is shown in the table below:

Lancashire Business Rates Pilot Pool Members 2019/20	Total Growth above Baseline Under 75% Scheme £	Actual Payments Due to the Strategic Economic Growth and Financial Sustainability Fund £	Net Business Rates Growth Above the Baseline Retained by Local Authority £
Blackburn with Darwen Unitary Authority	6,290,545	6,764	6,283,781
Blackpool Unitary Authority	965,342	1,038	964,304
Burnley Borough Council	3,894,421	3,589	3,890,832
Chorley Borough Council	2,888,454	2,662	2,885,792
Fylde Borough Council	3,971,482	3,660	3,967,822
Hyndburn Borough Council	644,806	594	644,212
Pendle Borough Council	2,363,324	2,178	2,361,146
Preston Borough Council	1,627,197	1,500	1,625,697
Ribble Valley Borough Council	2,331,874	2,149	2,329,725
Rossendale Borough Council	1,820,769	1,678	1,819,091
South Ribble Borough Council	4,667,725	4,302	4,663,423
West Lancashire Borough Council	2,905,817	2,678	2,903,139
Wyre Borough Council	2,011,984	1,854	2,010,130
Lancashire County Council	9,362,315	14,349	9,347,966
Lancashire Combined Fire Authority	957,163	1,005	956,158
Total	46,703,218	50,000	46,653,218

As part of the pool arrangements, one authority must be designated as lead authority, which in the case of the Lancashire Business Rates Pilot Pool is Ribble Valley Borough Council. As part of this arrangement a fee of £30,000 is payable, charged equally to all members of the pool by Ribble Valley Borough Council in their role as lead.

15 PROPERTY PLANT AND EQUIPMENT

	Other land & Buildings	Vehicles & Plant etc.	Infra- structure	Community Assets	Surplus Assets	Assets under construction	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost or valuation							
At 1 April 2019	63,270	5,843	585	3,832	473	25,039	99,042
Additions	1,365	265	164	290	0	8,188	10,272
Donations	0	0	0	0	0	0	0
Revaluations recognised in Revaluation Reserve	4,332	0	0	(91)	0	0	4,241
Revaluation increases/ (decreases) recognised in the Surplus/Deficit on the Provision of Services	(14,592)	0	0	(646)	0	0	(15,237)
De-recognition – disposals	0	0	0	0	0	0	0
De-recognition – other	0	0	0	(6)	0	0	(6)
Assets reclassified within PPE	31,008	0	0	1,239	0	(32,247)	0
Assets reclassified (to)/from Investment Properties	0	0	0	0	0	0	0
Assets reclassified (to)/from Assets Held for Sale	0	0	0	0	0	0	0
Prior Year Adjustment reclassified as REFCUS	0	0	0	0	0	0	0
At 31 March 2020	85,384	6,109	748	4,617	473	980	98,311
Depreciation and Impairment							
At 1 April 2019	(2,374)	(3,551)	(376)	(1,119)	0	0	(7,420)
Depreciation charge	(1,244)	(479)	(21)	(146)	0	0	(1,891)
Depreciation written out of Revaluation Reserve	1,498	0	0	461	0	0	1,959
Depreciation written out to the Surplus/Deficit on the Provision of Services	1,017	0	0	0	0	0	1,017
Impairment (losses)/reversals recognised in the Surplus/Deficit on the Provision of Services	0	0	0	0	0	0	0
De-recognition – disposals	0	0	0	0	0	0	0
De-recognition – other	0	0	0	0	0	0	0
Other movements in depreciation and impairment	446	0	0	(446)	0	0	0
At 31 March 2020	(657)	(4,030)	(397)	(1,251)	0	0	(6,335)
Net Book Value							
At 31 March 2020	84,727	2,079	352	3,367	473	980	91,976

Please see Note 5 in respect of the potential impact of the Covid 19 pandemic on asset valuations.

Comparative Movements in 2018/19	Other land & Buildings £'000	Vehicles & Plant etc. £'000	Infra-structure £'000	Community Assets £'000	Surplus Assets £'000	Assets under construction £'000	Total £'000
<u>Cost or valuation</u>							
At 1 April 2018	64,178	5,668	563	3,761	473	7,022	81,665
Additions	3,523	469	22	132	0	18,183	22,329
Donations	0	0	0	0	0	0	0
Revaluations recognised in Revaluation Reserve	(483)	0	0	0	0	0	(483)
Revaluation increases/ (decreases) recognised in the Surplus/Deficit on the Provision of Services	(3,754)	0	0	(61)	0	0	(3,815)
De-recognition – disposals	0	(195)	0	0	0	0	(195)
De-recognition – other	(194)	(99)	0	0	0	0	(293)
Assets reclassified within PPE	0	0	0	0	0	0	0
Assets reclassified (to)/from Investment Properties	0	0	0	0	0	0	0
Assets reclassified (to)/from Assets Held for Sale	0	0	0	0	0	0	0
Prior Year Adjustment reclassified as REFCUS	0	0	0	0	0	(166)	(166)
At 31 March 2019	63,270	5,843	585	3,832	473	25,039	99,042
<u>Depreciation and Impairment</u>							
At 1 April 2018	(2,494)	(3,563)	(356)	(995)	0	0	(7,408)
Depreciation charge	(1,270)	(276)	(20)	(127)	0	0	(1,693)
Depreciation written out of Revaluation Reserve	439	0	0	0	0	0	439
Depreciation written out to the Surplus/Deficit on the Provision of Services	713	0	0	3	0	0	716
Impairment (losses)/reversals recognised in the Surplus/Deficit on the Provision of Services	200	0	0	0	0	0	200
De-recognition – disposals	0	195	0	0	0	0	195
De-recognition – other	38	94	0	0	0	0	132
Other movements in depreciation and impairment	0	(1)	0	0	0	0	(1)
At 31 March 2019	(2,374)	(3,551)	(376)	(1,119)	0	0	(7,420)
<u>Net Book Value</u>							
At 31 March 2019	60,896	2,293	209	2,713	473	25,039	91,622

Fixed Assets Valuations

During 2019/20 the valuations were carried out by Jacobs RICS-qualified Surveyors. The basis of valuation is set out in the Accounting Policies note.

	Other land & Buildings	Vehicles & Plant etc.	Infra- structure	Community Assets	Surplus Assets	Assets under Construction	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Carried at historical cost	1,769	6,109	748	3,005	0	980	12,611
Valued at fair value as at:							
31 March 2020	73,572	0	0	1,580	0	0	75,153
31 March 2019	6,168	0	0	5	11	0	6,184
31 March 2018	955	0	0	26	230	0	1,211
31 March 2017	792	0	0	0	214	0	1,006
31 March 2016	2,127	0	0	0	18	0	2,145
Total cost or valuation	85,384	6,109	748	4,617	473	980	98,311

The Authority has considered whether the carrying value of PPE assets that have not been revalued in the year is materially different to fair value. In revaluing assets during 2019/20, the Council's Surveyor has considered the effect any significant movement in the value of revalued assets on the remaining assets not scheduled for revaluation, and has confirmed that no further adjustments are required.

Capital Commitments

At 31 March 2020, the authority has entered into a number of contracts for the construction or enhancement of property, plant and equipment in 2019/20 and future years budgeted to cost £1.393m. The major commitments are:

- Diversion of water mains to Alker Lane Site – £0.277m.
- Construction of the pavilion, car parking and access at Westway Sports Hub - £1.116m.

Impairment Losses

There were no impairment losses or reversals recorded during 2019/20.

Material Items of Expenditure

During 2019/20 the authority made additions to PPE assets of £10.272 million which is comparatively lower than the figure from 2018/19 figure of £22.329 million.

This is mainly due to a number of high value capital schemes which were under construction in 2018-19 and completed in 2019-20.

16 HERITAGE ASSETS

Cost or Valuation	2018/19 £'000	2019/20 £'000
As at 1 April	2,452	2,530
Additions	0	0
Donations	0	0
Revaluations recognised in Revaluation Reserve	78	0
Disposals	0	0
Revaluations recognised in CI&ES	0	0
As at 31 March	2,530	2,530

HERITAGE ASSETS – FIVE YEAR SUMMARY OF TRANSACTIONS

There were two disposals and no acquisitions during the five years 2014/15 to 2019/20. An asset already held by the authority was recognised as a donated heritage asset during 2017/18 and revalued accordingly.

HERITAGE ASSETS – FURTHER INFORMATION

The assets included within Heritage assets are as follows:

Civic Regalia

This mainly consists of mayoral badges, chains of office, and other regalia used in civic activities. It was last re-valued in 2016.

Astley Hall

The house was built in the mid-seventeenth century, and extended in 1825. It was given to Chorley Council in 1922 as a memorial following the First World War. It houses a collection of paintings and furniture and has accredited museum status awarded by the Arts Council. The house is valued using the depreciated cost method of valuation. Following a detailed condition survey in 2010/11, its value was reduced to a nominal £1 to reflect the substantial repair liability.

Astley Hall furniture and art collection

A large part of the collection was gifted to the Council with the house, but it has been added to buy gifts and purchases in the following years. The collection consists of numerous minor works of art and furniture. It is included in the statement of accounts at the 2019 insurance value of £1.840m.

Astley Park Entrance

Astley Park was given, along with the Hall, to Chorley Council in 1922 in memory of those who died in the Great War. After this transfer the arch, formerly of nearby Gillibrand Hall, was rebuilt as the main entrance, which it still serves as today. Close to the main gates and arch is a former drinking fountain, inscribed with the words "Erected by Ann Pollard AD 1861". It was included in the statement of accounts at the 2019 insurance value of £0.587m.

Benjamin Disraeli Statue

The statue was formerly situated on a rooftop on the corner of Chapel Street and Cleveland Street on the building once known as Beaconsfield Buildings. The statue was erected in 1886, after his death in 1881, by the Primrose League who met in the room below. The statue was taken down and restored following problems with the roof and due to the prohibitive cost of returning it to its original position was donated to the council and is now located in the Walled Garden in Astley Park.

Preservation and management

The Council has a ten-year plan for the use and maintenance of the hall and contents. Periodic structural surveys are undertaken, the last during 2014/15. Additions and disposal of the collection is managed in accordance with The Acquisitions and Disposal Policy.

17 INVESTMENT PROPERTIES

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

	2018/19 £'000	2019/20 £'000
Rental Income from Logistics House	0	941
Rental Income from investment property	67	67
Direct operating expenses arising from investment property	0	0
Net gain/(loss)	67	1,008

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

The assets are comprehensively re-valued every five years, and annually reviewed for any indications that changes in yields or void levels warrant a review of fair values. The following table summarises the movement in the fair value of these properties over the past years.

	2018/19 £'000	2019/20 £'000
Fair value at the start of the year	887	885
Additions	0	33,668
Disposals	0	0
Net gain/(loss) from fair value adjustments	(2)	1,125
Transfers:		
(To)/From Property, Plant and Equipment	0	0
Value at year-end	885	35,678

During the year, the Council purchased Logistics House, a major warehousing and distribution centre within the Borough. at a cost of £33.668 million.

Fair Value Hierarchy

All the Council's investment property portfolio has been assessed as Level 2 for valuation purposes.

Transfers between Levels of the Fair Value Hierarchy

There were no transfers between Levels during the year.

Valuation techniques used to determine Level 2 fair values for investment properties

The fair value for the investment properties has been measured using the market approach. The approach is described at paras B5 to B7 of IFRS 13; it uses prices and other relevant information generated by market transactions involving identical or comparable (i.e. similar) assets.

The inputs to this technique constitute **Level 2 inputs** in each instance. Level 2 inputs are inputs that are observable for the asset, either directly or indirectly. The inputs used took the form of analysed and weighted market evidence such as sales, rentals and yields in respect of comparable properties in the same or similar locations at or around the valuation date.

Highest and Best Use of Investment Properties

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

Valuation Techniques

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

Valuation Process for Investment Properties

The fair value of the council's investment property is measured annually at each reporting date. All valuations are carried out in accordance with the methodologies and bases set out in the professional standards of the Royal Institution of Chartered Surveyors (RICS).

18 INTANGIBLE ASSETS

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

All software is given a finite useful life, based on assessments of the period that the software is expected to be of use to the Authority. Useful lives assigned to the major software suites used by the Authority are:

Asset Description	Amortisation Period
Website	3 years
Thin client implementation	7 years
Revenues & Benefits software	7 years

Amortisation is on a straight line basis. In 2019/20 the amortisation charge of £0.014m was charged principally to the Customer & Digital directorate.

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

	2018/19 £'001	2019/20 £'000
Balance at the start of the year		
Gross carrying amount	1,230	1,238
Accumulated amortisation	(1,160)	(1,174)
Net carrying amount at year start	70	64
Movements in the year		
Additions in year	8	0
Disposals in year	0	0
Amortisation in year	(14)	(14)
Amortisation in respect of disposals	0	0
Net carrying amount at the year-end	64	50

There are no significant contractual commitments, and no individual intangible assets the amortisation of which is materially significant to the Council.

19 FINANCIAL INSTRUMENTS

19a Categories of Financial Instruments

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

	Long-Term		Current	
	31 March 2019 £'000	31 March 2020 £'000	31 March 2019 £'000	31 March 2020 £'000
<u>Investments</u>				
Cash in hand and at Bank, less Bank Overdraft (Note 21)	0	0	2,917	8,933
<u>Debtors</u>				
Loans and receivables	463	4,655	1,692	3,895
Debtors that are not Financial Instruments	0	0	3,953	2,528
Total Debtors	463	4,655	5,645	6,423
<u>Borrowings</u>				
Financial liabilities at amortised cost - Principal	(18,949)	(62,160)	(2,041)	(6,366)
Financial liabilities at amortised cost – Accrued Interest	0	0	(174)	(297)
	(18,949)	(62,160)	(2,215)	(6,663)
<u>Creditors</u>				
Financial liabilities carried at contract amount	(682)	(1,325)	(4,524)	(2,079)
Creditors that are not Financial Instruments	0	0	(4,468)	(8,162)
Total Creditors	(682)	(1,325)	(8,992)	(10,241)

In respect of Long Term Debtors, in 2019/20, rent free periods granted and payments made to incoming tenants in the Market Walk and Market Walk Extension commercial units had a net value of £4.197m. At 31 March 2020, the total outstanding in respect of such payments was £4.283m (31 March 2019 £86k). These sums will be recovered from the rental income payable over the lifetime of the tenancies.

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

In March 2020, with the onset of the Covid 19 pandemic and the implementation of measures to support local businesses, and the need for this to be done promptly, the possibility arose that the council would make substantial payments of grants shortly before receipt of the associated financial support from Central Government. Short term loans of £4.5m were taken out to support immediate cash flow requirements (the balance of figure of £6.366m is the element of outstanding PWLB borrowing which falls due for repayment within one year).

All of the financial instruments included in the table above are carried at amortised cost and there are no implications in respect of the impact on fair values of the Covid 19 pandemic.

19b Income, Expense, Gains and Losses

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

	2018/19			2019/20		
	Financial Liabilities at Amortised Cost	Financial Assets Loans & Receivables	Total	Financial Liabilities at Amortised Cost	Financial Assets Loans & Receivables	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Interest expenses	485	0	485	1,075	0	1,075
Impairment Increase/ (Reduction)	2	0	2	(398)	0	(398)
	487	0	487	677	0	677
Interest income	0	(65)	(65)	0	(68)	(68)
Total income	0	(65)	(65)	0	(68)	(68)
Net (gain)/loss for the year			422			609

19c Fair Values of Assets and Liabilities

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

- For loans from the Public Works Loans Board (PWLB) payable, new borrowing rates from the PWLB have been applied to provide the fair value under PWLB debt redemption procedures. An additional note to the table sets out the alternative fair value measurement applying the premature repayment rates, highlighting the impact of the alternative valuation;
- For non-PWLB loans payable, PWLB prevailing market rates have been applied to provide the fair value under PWLB debt redemption procedures;
- No early repayment or impairment is recognised;
- Where an instrument has a maturity of less than 12 months or is a trade or other receivable the fair value is taken to be the carrying amount or the billed amount;
- The fair value of trade and other receivables is taken to be the invoiced or billed amount.

The fair values calculated are as follows:

Financial Liabilities	2018/19		2019/20	
	Carrying Amount £'000	Fair Value £'000	Carrying Amount £'000	Fair Value £'000
PWLB Debt	(20,164)	(22,211)	(64,323)	(61,438)
Short Term Borrowing	(1,000)	(1,000)	(4,500)	(4,500)
Short Term Creditors	(4,524)	(4,524)	(2,079)	(2,079)
Long Term Creditors	(682)	(682)	(1,325)	(1,325)
Total Liabilities	(26,370)	(28,417)	(72,227)	(69,342)

The fair value of the liabilities is greater than the carrying amount because the Council's portfolio of loans includes a number of fixed rate loans where the interest rate payable is higher than the rates available for similar loans in the market at the balance sheet date. This shows a notional future loss (based on economic conditions at 31 March 2020) arising from a commitment to pay interest to lenders above current market rates.

The fair value of Public Works Loan Board (PWLB) loans of £61.438m 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 the new borrowing rates from the PWLB.

The Authority has also calculated an exit price fair value for PWLB loans of £83.011m, which is calculated using early repayment discount rates. The Authority has no contractual obligation to pay these penalty costs and would not incur any additional cost if the loans run to their planned maturity date.

Financial Assets	2018/19		2019/20	
	Carrying Amount £'000	Fair Value £'000	Carrying Amount £'000	Fair Value £'000
Cash and Cash Equivalents	2,917	2,917	8,933	8,933
Short Term Debtors	1,692	1,692	3,895	3,895
Long Term Debtors	463	497	4,655	4,728
Total Assets	5,072	5,106	17,483	17,556

Short Term debtors and creditors are carried at cost as this is a fair approximation of their value.

NATURE AND EXTENT OF RISKS ARISING FROM FINANCIAL INSTRUMENTS

Key risks

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

- Credit risk – the possibility that other parties might fail to pay amounts due to the Council;
- Liquidity risk – the possibility that the Council might not have funds available to meet its commitments to make payments;
- Market risk – the possibility that financial loss might arise for the Council as a result of changes in interest rates.

Overall procedures for managing risk

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 financial accounts team, under policies approved by the council in the annual treasury management strategy. The council provides written principles for overall risk management, as well as written policies covering specific areas, such as interest rate risk, credit risk and the investment of surplus cash.

Credit risk

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

This risk is minimised through the Annual Investment Strategy, which requires that deposits are not made with financial institutions unless they meet minimum creditworthiness criteria, provided by the council's treasury advisor Link Asset Services. The creditworthiness service combines the credit ratings from all three ratings agencies (Fitch, Moody's and Standard & Poors) in a sophisticated modelling process. The Annual Investment Strategy also imposes a maximum amount and time to be invested with a financial institution located within each category.

The key areas of the Investment Strategy are as follows:

- The Council only lends to UK-incorporated financial institutions. This strategy does not therefore specify a minimum sovereign rating.
- The Council may use AAA rated Money Market Funds.
- The Council may lend to the UK Government (which includes the Debt Management Office), and UK Local Authorities.

Sundry Debtors

Assessment of the expected credit loss on the outstanding balance of short-term debtors is made using a provision matrix based on the age of the outstanding debt and previous experience of recovery rates. At 31 March 2020, the outstanding gross amount was £5.694m (£3.379m at 31 March 2019) and the maximum exposure to credit loss was assessed as £1.799m (£1.687m at 31 March 2019).

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

Liquidity risk

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

The Council has ready access to borrowings from the money markets to cover any day to day cash flow requirements, and access to the Public Works Loans Board and money markets for longer term funds. The Council is required to provide a balanced budget through the Local Government Finance Act 1992, which ensures sufficient monies are raised to cover annual expenditure.

Interest rates on its borrowings at 31 March 2020 vary between 1.32% and 4.34%, and the maturity analysis of its borrowing is as follows:

	31 March 2019 £'000	31 March 2020 £'000
Less than 1 year	1,215	6,663
Between 1 and 2 years	883	1,895
Between 2 and 5 years	2,641	5,512
More than 5 years	15,425	54,753
Total	20,164	68,823

Market risk

Interest rate risk – The Council has limited exposure to interest rate movements on its borrowings and investments. Borrowings and short-term investments are not carried at fair value on the balance sheet, so nominal gains and losses on fixed rate borrowings and investments do not impact on the Comprehensive Income and Expenditure Statement. To mitigate risk the Council's annual Treasury Strategy reviews interest rate forecasts and fixes prudential indicators for fixed and variable interest rate exposure.

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

	£'000
Loss - Increase in interest payable on variable rate borrowings	0
Gain - Increase in interest receivable on variable rate investments	(82)
Gain - Impact on Comprehensive Income and Expenditure Statement	(82)
Gain - Decrease in fair value of fixed rate borrowing (no impact on Comprehensive Income & Expenditure Statement)	(7,830)

Price risk – The Council has no exposure to this risk, having no available for sale assets.

Foreign Exchange Risk – The Council has no material exposure to the risk of currency movements.

20 DEBTORS

	31 March 2019 £'000	31 March 2020 £'000
Trade Receivables	463	5,132
Prepayments	634	644
Other Receivables	6,651	2,955
Gross Carrying Amount	7,748	8,732
Less Bad Debt Provisions	(2,103)	(2,308)
Net Carrying Amount	5,645	6,423

21 CASH AND CASH EQUIVALENTS

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

	31 March 2019 £'000	31 March 2020 £'000
Cash held by the Authority	348	148
Bank current and call accounts	2,569	9,512
Bank overdraft	0	(727)
Total within Current Assets	2,917	8,933
Total Cash and Cash Equivalents	2,917	8,933

22 SHORT TERM CREDITORS

	31 March 2019 £'000	31 March 2020 £'000
Trade Payables	(3,784)	(1,690)
Other Payables	(5,208)	(8,551)
Total	(8,992)	(10,241)

23 PROVISIONS

The movements in provisions during the year were as follows.

	Balance 1 April 2019 £'000	Movements			Balance 31 March 2020 £'000
		Reapportionment of Opening Balance (see below) £'000	Used £'000	Added £'000	
Municipal Mutual Insurance	(14)	0		0	(14)
Business rates appeals	(1,180)	(471)	26	(227)	(1,852)
Total	(1,194)	(471)	26	(227)	(1,866)

Municipal Mutual – This Company was the Council’s insurer prior to it becoming insolvent in 1993. Under a Scheme of Arrangement the Council shares a liability with other Councils to pay back a part of settlements received if the insurer’s ongoing liabilities exceed its assets.

Business Rates Appeals – This is held against the possibility of successful backdated appeals against Business Rates valuations. There is a high degree of uncertainty about the amount of any reduction granted, how far back it will apply, and when the appeal will be decided. At 31 March 2020, an overall provision of £3.308m was shared, in the same proportions as the business rates income for the year, between the council (56%), the Ministry for Housing, Communities and Local Government (25%), Lancashire County Council (17.5%) and the Lancashire Fire Authority (1.5%). These shares reflect the fact that in 2019/20 the council was in a Pilot Area for 75% local retention of Business Rates income. This compares to the 50% local retention that was applicable for 2018/19, when the council’s share was 40% and the respective shares for the other bodies were Ministry for Housing, Communities and Local Government 50%, Lancashire County Council 9% and the Lancashire Fire Authority 1%. Had these percentages remained in place at the end of 2019/20, then the council’s share of the provision would have been £1.323m. For 2020/21, the council has reverted to percentages applicable in 2018/19.

24 USABLE RESERVES

Movements in the Authority’s usable reserves are detailed in the Movement in Reserves Statement (page 50). The purpose of General Fund Earmarked Reserves is detailed in Note 11.

	31 March 2019 £'000	31 March 2020 £'000
General Fund Working Balance	(4,000)	(4,000)
General Fund Earmarked Reserves	(6,075)	(6,762)
Total General Fund Balance	(10,075)	(10,762)
Capital Receipts Reserve	(1,071)	(973)
S106 Contributions from developers	(7,634)	(7,500)
Community Infrastructure Levy (CIL)	(6,288)	(5,723)
Other Capital Grants and Contributions	(108)	0
Total Capital Grants and Contributions Unapplied	(14,030)	(13,223)
Total Usable Reserves at year-end	(25,176)	(24,958)

25 UNUSABLE RESERVES

	31 March 2019 £'000	31 March 2020 £'000
Revaluation Reserve (Note 25a)	(10,172)	(15,710)
Capital Adjustment Account (Note 25b)	(36,566)	(26,580)
Deferred Capital Receipts Reserve (Note 25c)	(289)	(289)
Pensions Reserve (Note 25d)	45,997	42,761
Collection Fund Adjustment Account (Note 25e)	77	(544)
Accumulated Absences Account (Note 25f)	157	191
Total Unusable Reserves at year-end	(796)	(171)

25a Revaluation Reserve

The Revaluation Reserve holds the gains arising from increases in the valuation of 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 holds only gains accumulated since 1 April 2007. Gains prior to that date were consolidated in the Capital Adjustment Account.

	2018/19 £'000	2019/20 £'000
Balance at 1 April	(10,467)	(10,172)
Upward revaluation of assets	(463)	(7,976)
Difference between fair value and historic cost depreciation	174	162
Downward revaluation and impairment not charged to the Comprehensive Income & Expenditure Statement	427	2,276
Accumulated gains/losses on assets sold or scrapped	157	0
Balance at 31 March	(10,172)	(15,710)

25b Capital Adjustment Account

This account contains the following:

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

	2018/19 £'000	2019/20 £'000
Balance at 1 April	(26,612)	(36,566)
<u>Reversal of items relating to capital expenditure debited or credited to the CI&ES</u>		
Charges for depreciation & impairment of non-current assets	1,493	1,891
Revaluation losses on Property, Plant and Equipment	3,099	13,720
Amortisation of intangible assets	14	14
Revenue expenditure funded from capital under statute	2,711	2,111
Amounts of non-current assets written off on disposal or sale as part of the gain/loss on disposal to the CIES	162	6
	7,479	17,742
<u>Adjusting amounts written out of the Revaluation Reserve</u>		
Difference between fair value and historic cost depreciation	(174)	(162)
Accumulated gains/losses on assets sold or scrapped	(156)	0
	(330)	(162)
<i>Net written out amount of the cost of non-current assets consumed in the year</i>	<i>7,149</i>	<i>17,580</i>
<u>Capital financing applied in the year</u>		
Use of Capital Receipts Reserve to finance new capital expenditure	(576)	(234)
Capital grants & contributions credited to the CI&ES that have been applied to capital financing	(8,208)	(2,057)
Application of grants to capital financing from Capital Grants Unapplied	(5,688)	(2,863)
Statutory & voluntary provision for the repayment of debt	(542)	(569)
Capital expenditure charged to the General Fund Balance	(2,091)	(746)
	(17,105)	(6,469)
Movements in the market value of Investment Properties debited or credited to the CI&ES	2	(1,125)
Balance at 31 March	(36,566)	(26,580)

25c 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.

	2018/19 £'000	2019/20 £'000
Balance at 1 April	(289)	(289)
Transfer to Capital Receipts Reserve on receipt of cash	0	0
Balance at 31 March	(289)	(289)

25d 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.

	2018/19 £'000	2019/20 £'000
Balance at 1 April	45,239	45,997
Remeasurement of the net defined benefit liability	(699)	(6,510)
Reversal of charges posted to the Comprehensive Income & Expenditure Statement	3,685	5,752
Employers contributions and direct payments to pensioners payable in the year	(2,228)	(2,478)
Balance at 31 March	45,997	42,761

25e Collection Fund Adjustment Account

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

	2018/19 £'000	2019/20 £'000
Balance at 1 April	441	77
Amount by which council tax and non-domestic rates income credited to the Comprehensive Income and Expenditure Statement is different from council tax and non-domestic rates income calculated for the year in accordance with statutory requirements	(364)	(621)
Balance at 31 March	77	(544)

25f Accumulated Absences Account

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

	2018/19 £'000	2019/20 £'000
Balance at 1 April	147	157
Settlement or cancellation of accrual made at the end of the preceding year	(147)	(157)
Amounts accrued at the end of the current year	158	191
Amount by which officer remuneration charged to the CI&ES on accruals basis differs from remuneration chargeable in year in accordance with statutory requirements	10	34
Balance at 31 March	157	191

26 CASH FLOW STATEMENT – OPERATING ACTIVITIES

The cash flows for operating activities include the following items:

	2018/19 £'000	2019/20 £'000
Interest received	66	68
Interest paid	(462)	(1,075)
	(396)	(1,007)

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

Note 26a: Non-cash movements	2018/19 £'000	2019/20 £'000
Depreciation	1,693	1,891
Impairment and downward valuations	3,066	13,721
Amortisation	14	14
Increase/(decrease) in creditors	(97)	2,825
(Increase)/decrease in debtors	(44)	(3,316)
Movement in pension liability	1,457	3,274
Carrying amount of non-current assets and non-current assets held for sale, sold or derecognised	161	6
Other non-cash items charged to the net surplus or deficit on the provision of services	300	(452)
	6,550	17,963

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

Note 26b: Investing and financing activities	2018/19 £'000	2019/20 £'000
Proceeds from the sale of property, plant and equipment, investment property and intangible assets	(148)	(136)
Any other items for which the cash effects are investing or financing cash flows	(13,960)	(4,168)
	(14,108)	(4,304)

27 CASH FLOW STATEMENT – INVESTING ACTIVITIES

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

	2018/19 £'000	2019/20 £'000
Purchase of property, plant & equipment, investment property and intangible assets.	(20,169)	(44,233)
Other payments for investing activities	(57)	(4,193)
Proceeds from the sale of assets.	300	136
Other receipts from investing activities	16,426	6,061
Net cash flows from investing activities	(3,500)	(42,229)

28 CASH FLOW STATEMENT – FINANCING ACTIVITIES

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

	2018/19 £'000	2019/20 £'000
Cash receipts from short- and long-term borrowing	7,000	48,990
Repayments of short- and long-term borrowing	(1,261)	(1,331)
Other receipts from financing activities	970	(21)
Net cash flows from financing activities	6,709	47,638

Reconciliation of Liabilities arising from Financing Activities

	1 April 2019 £'000	Financing cash flows		Other non- cash £'000	31 March 2020 £'000
		Acquisition £'000	Repayment £'000		
Long-term borrowing	18,949	45,077		(1,866)	62,160
Short-term borrowing	2,215	3,913	(1,455)	1,990	6,663
Total borrowing	21,164	48,990	(1,455)	124	68,823
Creditors - Council Tax & NNDR due to Preceptors & Central Government	2,961	(21)			2,940
Total	24,125	48,969	(1,455)	124	71,763

29 MEMBERS ALLOWANCES

	2018/19 £'000	2019/20 £'000
Allowances	310	311
Expenses	3	3
Total	313	314

30 OFFICERS REMUNERATION

Remuneration of Senior Employees was as follows:

Senior Employees Post Title	Year	Salary £'000	Expenses Allowance £'000	Benefits in Kind £'000	Compensation for loss of Office £'000	Total Remuneration (excl. Pension contributions) £'000	Pension Contribution £'000	Total Remuneration (incl. Pension contributions) £'000
Chief Executive (a)	2019/20	117	0	6	0	123	17	140
Deputy Chief Executive/Director (Early Intervention and Support) (b)	2019/20	56	0	7	0	63	8	71
Deputy Chief Executive (c)	2019/20	33	0	4	0	37	5	41
Director (Policy and Governance) (d)	2019/20	35	0	3	0	38	5	43
Director (Customer and Digital)	2019/20	79	0	0	0	79	11	90
Director (Business, Development and Growth)/Director of Commercial Services (e)	2019/20	74	0	0	0	74	11	84
Head of Legal, Democratic and HR Services (f)	2019/20	23	0	2	0	25	3	28
Chief Legal Officer (g)	2019/20	15	0	1	0	16	2	18
Director of Governance (h)	2019/20	25	0	1	0	26	4	30

Note a: The Chief Executive took on the additional role of Interim Chief Executive at South Ribble Borough Council (Head of Paid Service) with effect from 24th May 2019. His time is divided equally between the two councils and an additional payment is received in respect of the additional duties. South Ribble Borough Council are charged 50% of the cost of the post from this date for the duration that the interim arrangements are in place. The postholder has also performed the statutory role of S151 Officer during the period.

Note b: The Deputy Chief Executive/Director (Early Intervention and Support) left this role and was recruited to the new Deputy Chief Executive post with effect from 1st December 2019. Prior to this the postholder received additional payments to cover the role of Director (Policy and Governance) from 16th September following the departure of the previous postholder. From 1st December 2019 the post has been designated solely as Director (Early Intervention and Support).

Note c: This is a new post with effect from 1st December 2019. The cost of the post is shared between Chorley and South Ribble Borough Councils. The post-holder is formally employed by Chorley Borough Council and South Ribble Borough Council is charged 50% of the salary and other remuneration.

Note d: The Director (Policy and Governance) left the authority on 15th September 2019.

Note e: The post was designated as Director of Commercial Services following a senior management review during the financial year. The postholder and remuneration were unchanged.

Note f: This post was deleted on 31st August 2019 following a senior management restructure. The Monitoring Officer role was transferred to the new post of Chief Legal Officer.

Note g: This is a new post created from 1st September following a senior management restructure with responsibility for the Monitoring Officer role. Following the expansion of Shared Services the post was deleted on 30th November 2019.

Note h: This is a new post with effect from 1st December 2019 with responsibility for the Monitoring Officer role. The cost of the post is shared between Chorley and South Ribble Borough Councils. For the duration of the 2019-20 financial year the post-holder was formally employed by Chorley Borough Council and South Ribble Borough Council was charged 50% of the salary and other remuneration. From 1st April 2020 the postholder will transfer formal employment to South Ribble Borough Council who will then charge Chorley Council 50% of the cost.

The comparative information for the preceding year is as follows:

Senior Employees Post Title	Year	Salary £'000	Expenses Allowance £'000	Benefits in Kind £'000	Compensation for loss of Office £'000	Total Remuneration (excl. Pension contributions) £'000	Pension Contribution £'000	Total Remuneration (incl. Pension contributions) £'000
Chief Executive	2018/19	105		5		110	15	125
Deputy Chief Executive/Director (Early Intervention and Support)	2018/19	82		10		91	12	103
Director (Policy and Governance)	2018/19	72		2		75	10	85
Director (Customer and Digital)	2018/19	69		5		75	10	85
Director (Business, Development and Growth)	2018/19	72		0		72	10	82
Head of Shared Financial Services (a)	2018/19	7		1	59	67	4	71
Head of Legal, Democratic and HR Services	2018/19	53		5		58	8	66

Note a: The cost of the Head of Shared Financial Services post is shared between Chorley and South Ribble Borough Councils. The post-holder left the authority on 13 May 2018. Both councils have covered this vacancy with internal acting up arrangements.

The Head of Shared Assurance post (which is not listed in the table above) was shared between South Ribble and Chorley Councils but the salary is paid through South Ribble Borough Council's payroll. The post was vacated on 2 November 2018 with temporary arrangements in place to cover the vacancy.

Other employees receiving more than £50,000 remuneration, excluding pension contributions, were as follows:

Remuneration Band	2018/19 Number of Employees	2019/20 Number of Employees
£50,000 - £54,999	1	4
£55,000 - £59,999	5	2
£60,000 - £64,999	-	3
£65,000 - £69,999	-	1
£70,000 - £74,999	1	-
£75,000 - £79,999	-	-
£80,000 - £84,999	-	-
£85,000 - £89,999	-	-
£90,000 - £94,999	-	-
£95,000 - £99,999	-	-
£100,000 - £104,999	-	-
£105,000 - £109,999	-	-
£110,000 - £114,999	-	-
£115,000 - £119,999	-	-
£120,000 - £124,999	-	-
£125,000 - £129,999	-	-
£130,000 - £134,999	-	-
£135,000 - £139,999	-	1
£140,000 - £144,999	-	-
£145,000 - £149,999	-	-
£150,000 - £154,999	-	-
£155,000 - £159,999	-	-
£160,000 - £164,999	-	1

31 TERMINATION BENEFITS

The number of exit packages with total cost per band and total cost of the compulsory and other redundancies are set out in the table below:

Packages banded by cost	Number of compulsory redundancies		Number of other agreed departures		Total number of exit packages by cost band		Total cost of exit packages in each band £'000	
	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20
£0 - £20,000	1	0	9	7	10	7	36	57
£20,001 - £40,000	0	0	5	1	5	1	142	36
£40,001 - £60,000	0	0	1	0	1	0	59	0
£60,001 - £80,000	0	0	0	1	0	1	0	70
£80,001 - £100,000	0	0	0	2	0	2	0	175
£100,000 - £150,000	0	0	0	0	0	0	0	0
£150,001 - £200,000	0	0	0	0	0	0	0	0
£200,001 - £250,000	0	0	0	0	0	0	0	0
£250,001 - £300,000	0	0	0	0	0	0	0	0
£300,000 - £350,000	0	0	0	0	0	0	0	0
Total	1	0	15	11	16	11	237	338

32 EXTERNAL AUDIT COSTS

The currently agreed fees due from the Council to the external auditors for works carried out relating to the year of account 2019/20 were as follows. The final amount payable may be higher, but this remains subject to approval.

	2018/19 £'000	2019/20 £'000
Fees for statutory inspection and audit	37	35
Planned variations (not yet approved)*		9
Fees for the certification of grant claims and returns	7	11
Fees payable in respect of other services**	5	0
Total	49	55

* The planned variations have been raised by the external auditor with the council's Section 151 Officer at the audit planning stage and are subject to approval and PSAA agreement.

** Fees payable in respect of other services in 2018/19 includes payment of £5,000 to Grant Thornton UK LLP in relation to the 2018/19 Homes England Audit for the Primrose Gardens affordable housing.

33 GRANT INCOME

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

	2018/19 £'000	2019/20 £'000
<u>Credited to Taxation and Non-Specific Grant Income & Expenditure (Note 14)</u>		
Revenue Support Grant (RSG)	(299)	0
New Homes Bonus grant	(2,989)	(2,790)
Section 31 Grants - Business Rates Reliefs	(1,224)	(1,995)
Other revenue grants	(112)	(238)
Capital Contributions – S106 Contributions	(3,392)	(1,426)
Capital Contributions – Community Infrastructure Levy	(2,570)	(974)
Capital other grants and contributions	(6,395)	(450)
Total	(16,981)	(7,873)
<u>Credited to Services</u>		
Grants – benefits related	(23,245)	(20,240)
Grants – other	(925)	(1,091)
Contribution – County Council reimbursement	(330)	(271)
Contributions – other	(1,530)	(1,328)
Total	(26,030)	(22,930)

Given their overall material amounts, a line has been added to the above table to separately disclose the Section 31 Grants received from the Government in compensation for income foregone as a result of granting business rates reliefs, principally Small Business Rate Relief, which amounted to £1.476m in 2019-20 (£1.093m in 2018/19).

The Authority has received a number of grants, contributions and donations that have yet to be recognised as income, because they have conditions attached that could require the monies to be returned to the giver. The balance of such grants is at the end of the year is shown separately on the balance sheet as Grant Receipts in Advance – Capital. At the end of 2019/20 (and also at the end of 2018/19), there were no individual material amounts. The totals were as follows:

	2018/19 £'000	2019/20 £'000
Grant Receipts in Advance - Capital		
Various grants and contributions	(111)	(86)
Total	(111)	(86)

34 RELATED PARTIES

The financial statements must disclose material transactions with related parties, to draw attention to the possible extent to which the Council might have been constrained in its ability to operate independently or might have secured the ability to limit another party's ability to bargain freely with the council.

- **Central Government**

Central government has effective control over the general operations of the council as it provides the statutory framework within which the Authority operates and the majority of its funding in the form of grants. Details of government grants received are given in note 33.

- **Members of the Council**

Members have direct control over the council's financial and operating policies. Elected members are required to complete a Notice of Registerable Interests and notify the council of any changes within 28 days. Declarations of interests in items relating to the personal interest of partners, relatives, or friends, are also recorded in the minutes of the meeting and the member will leave the meeting. Declarations are open to public inspection.

Note 29 relates to the allowances paid to members. The amounts paid to individual members are reported on the Council's web site.

- Members are also appointed to represent the Council on various external organisations some of which receive financial assistance from the Council. Significant payments to such organisations are discussed under "Entities Controlled or Significantly Influenced by the Authority". In other cases, the amounts paid were immaterial, and were properly approved.

- **Officers**

The Staff Code of Conduct requires declaration, to the departmental Chief Officer, of close personal relationships with Councillors and Contractors, financial and non-financial interests in, or membership of, external organisations, and all hospitality or gifts. These arrangements are subject to monitoring and reporting by the Council's HR Department. There were no material related party transactions in respect of officer

- **Chorley Youth Zone**

Chorley Youth Zone opened on 5th May 2018. Total cost is estimated at £4.7m shared as CBC £1m (excluding the £180k purchase of the site), LCC £1.1m and Onside who will arrange other funding for the remaining balance. Chorley Youth Zone is owned and operated as the Chorley Youth Zone Charitable Trust (CYZCT) with Chorley Council as landowner leasing the land to CYZCT over a 125-year lease at a peppercorn rate.

Chorley Council makes a £100k annual revenue contribution to the trust to support its operations. Chris Sinnott, Deputy Chief Executive at Chorley Council is one of 9 directors to CYZCT and therefore does not have a controlling interest.

- **Chorley Community Housing Ltd (CCH)**

In 2006/07 the Council's housing stock was transferred to CCH.

The Association was formed in March 2007 and immediately joined the Adactus Group Structure as a subsidiary of Adactus Housing Group Limited.

In 2018 the Adactus Group merged with the New Charter Group and created the Jigsaw Homes Group Limited.

The Council receives a proportion of the receipts from the preserved right to buy sales of dwellings to former Chorley council tenants (see note 39 Contingent Assets). In 2019/20 this totalled £0.098m (2018/19 £0.098m).

An outstanding CCH debtor as of 31st March 2020 amounts to £97,735.87.

- **Partnerships, Companies and Trusts**

Financial & Assurance Shared Services Partnership – In January 2009, this partnership was established under an Administrative Collaboration Agreement entered into by South Ribble and Chorley Borough Councils. From inception to 31st March 2020 this provides for the provision of accountancy, exchequer, treasury management, procurement, and assurance services across the administrative areas of the two Councils and assurance services across the administrative areas of the two Councils.

The partnership will be expanded from April 2020 to also include legal and democratic services, communications and visitor economy and transformation and partnerships.

A Shared Services Joint Committee has been established to discharge the Chorley and South Ribble Councils' functions of providing the services detailed in the Shared Services Agreement.

In 2019/20 gross expenditure of £1.83m (2018/19 £1.74m) was incurred on the shared services, which was fully funded by recharges to the two Councils (£1.00m South Ribble Borough Council and £0.83 million Chorley Council).

An outstanding F&ASSP debtor as of 31st March 2020 amounts to £308,340.35

An outstanding F&ASSP creditor as of 31st March 2020 amounts to £57,449.79

- **Entities Controlled or Significantly Influenced by the Authority**

Chorley and South Ribble Shopmobility

Payment of subsidy of £17k was made to Chorley & South Ribble Shopmobility in 2018/19, to supply Shopmobility services for the community of Chorley and District with wheelchairs and Mobility Scooters for the year 2019/20.

Chorley & South Ribble Shopmobility typically receive £25k to £30k of income per annum and therefore Chorley Council's contribution represents a significant proportion of this income. The council has one councillor who is a trustee of the charity, there are eight trustees in total.

Whittle le Woods and Clayton le Woods Parish Club

Payment of £560k was made in May 2019 to the Trustees of Whittle le Woods and Clayton le Woods Parish Club on the completion of the purchase of 239 Preston Road by Chorley Council.

The purchase was made to facilitate the development of a GP surgery to relocate GP's from Whittle GP surgery currently located at 199 Preston Road that is no longer fit for purpose. The development will involve the demolition of the existing parish centre and the construction of a new purpose-built building.

Whittle le Woods and Clayton le Woods Parish Club typically receive less than £20k per annum and therefore this sale represents a significant receipt to the organisation. The council has one councillor who holds the position of Charity trustee along with four other people.

35 CAPITAL EXPENDITURE AND FINANCING

The total capital expenditure in the year is shown in the following table, 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.

	2018/19 £'000	2019/20 £'000
Opening Capital Financing Requirement	41,507	49,284
Capital investment		
Property, Plant and Equipment (Note 15)	22,329	10,272
Less 2017/18 PPE investment reclassified as REFCUS	(166)	0
Intangible Assets (Note 18)	7	0
Heritage Assets (Note 16)	1	0
Investment Properties	0	33,668
Revenue Expenditure Funded from Capital under Statute	2,711	2,111
Sources of finance		
Capital Receipts	(576)	(234)
Government Grants and Other Contributions	(13,896)	(4,921)
Sums set aside from revenue		
Revenue Financing (Note 25b)	(2,091)	(746)
Minimum Revenue Provision – statutory (Note 25b)	(542)	(569)
Closing Capital Financing Requirement	49,284	88,865
Explanation of movements in year		
Increase in prudential borrowing	8,319	40,150
Provision made for debt repayment	(542)	(569)
Increase/(Decrease) in Capital Financing Requirement	7,777	39,581

The Capital Financing Requirement takes account of two major investments, a £23.341 million investment into Property, Plant and Equipment during the 2013/14 financial year, and £33.668 million during the 2019/20 financial year; both were financed by prudential borrowing.

The £23.341 million investment was to purchase the Market Walk shopping centre which continues to generate income for the Authority. The financing requirement is offset annually by a provision for debt repayment.

The £33.668 million relates to the purchase of Logistics House, a major warehousing and distribution centre within the Borough.

The council utilised almost £5m of capital grants and developer contributions in 2019/20. In terms of value most of the grants utilised were continuations of major expenditure in 2018/19 and included £0.230m ERDF funding towards the Strawberry Fields Digital Office Park, and £0.483m Lottery funding towards the renovation of Bank Hall. Developer contributions included the use of CIL

contributions of £0.600m towards enabling works at the Strawberry Fields Digital Office Park and £0.565m towards Whittle Surgery.

36 LEASES

36a Authority as lessee

Finance leases

The Council has no finance leases

Operating leases

The Authority operates plant, vehicles and office equipment under operating leases. There are also lease arrangements embedded in the refuse contract. The future minimum payments, and sub-lease minimum receipts, are as follows:

	31 March 2019		31 March 2020	
	Payments £'000	Receipts £'000	Payments £'000	Receipts £'000
Not later than 1 year	489	(43)	375	0
Later than 1 year, not later than 5	1,316	(170)	1,008	0
Later than 5 years	1,342	(155)	888	0
Minimum lease payments	3,147	(368)	2,271	0

For 2018/19, a significant proportion of the future payments and the whole of the future receipts related to a lease in respect of Duxbury Park. This lease was surrendered in 2019/20.

The operating lease rentals charged in the Comprehensive Income and Expenditure Statement during the year were as follows:

	2018/19 £'000	2019/20 £'000
Minimum lease payments	608	502
Sub-lease payments receivable	(43)	(32)
Total payable rentals	565	470

36b Authority as Lessor

Finance leases

The Council has leased two properties, each for periods of 125 years.

The authority has a gross investment in the lease, 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:

	31 March 2019 £'000	31 March 2020 £'000
Finance lease debtor (present value of minimum lease payments)		
• Current	0	0
• Non-Current	289	289
Unearned finance income	2,140	2,116
Gross investment in the lease	2,429	2,405

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

	Gross investment in the lease		Minimum lease payments	
	31 March 2019 £'000	31 March 2020 £'000	31 March 2019 £'000	31 March 2020 £'000
Not later than 1 year	24	24	24	24
Later than 1 yr. not later than 5	95	95	95	95
Later than 5 years	2,310	2,286	2,310	2,286
Total	2,429	2,405	2,429	2,405

No allowance for uncollectible amounts is deemed necessary. No contingent rents were received by the authority.

Operating leases

The Council lets offices, industrial units and sites, units in the Market Walk Shopping Centre and Extension and Extra Care residential properties at Primrose Gardens. The future minimum lease payments receivable are:

	31 March 2019 £'000	31 March 2020 £'000
Not later than one year	2,057	4,532
Later than one year and not later than five years	4,325	14,438
Later than five years	11,452	62,040
Total receivable rentals	17,834	81,010

The significant rise in the amounts shown, compared to 2018/19, is a result of the completion of the Market Walk Extension scheme and the commencement of tenancies in the additional units, together with the purchase and leaseback of Logistics House (see Note 17 in respect of the purchase of this property).

No contingent rents were received by the authority.

37 DEFINED BENEFIT PENSION SCHEME

37a Governance

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

37b Funding the liabilities

Regulations require actuarial fund valuations to be carried out every 3 years. Contributions for each employer are set having regard to their individual circumstances. Contributions must be set with a view to targeting the Funds solvency (the detailed provisions are set out in the Fund’s Funding Strategy Statement). The latest valuation, carried out as at 31 March 2019 showed there was a surplus of £12m against the Fund’s solvency funding target. An alternative way of expressing the position is that the Fund’s assets were sufficient to cover just over 100% of its liabilities – this percentage is known as the solvency funding level of the Fund

At the previous valuation at 31 March 2016 the shortfall was £690m, equivalent to a solvency funding level of 90%.

From 2019/20 the figures include an implicit allowance for the estimated cost of the McCloud judgement. The McCloud judgement refers to a legal challenge in relation to historic benefit changes for all public schemes being age discriminatory.

Employers are paying additional contributions over 16 years to meet the shortfall. For the three-year valuation period beginning 1st April 2020 the Council opted to pre-pay the new future service rate as a single amount in April each year of the 3 year valuation period to 2022/23. The Council also opted to pay the full three-year deficit recovery payment for the period 2020/21 – 2022/23. These were both done in return for a small overall discount. The discounted sum paid in April 2020 was £1.330m for the future service rate and £0.417m for the deficit recovery sum.

37c Risks

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

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

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

Sensitivity to these risks is estimated in note 37j.

37d Transactions relating to retirement benefits

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

	2018/19 £'000	2019/20 £'000
<u>Comprehensive Income & Expenditure Statement</u>		
Cost of Services:		
Administration	38	50
Current service cost	2,387	2,832
Past service cost	0	1,656
Settlement and curtailment	107	112
Net interest on the net defined benefit liability:		
Interest costs	3,587	3,565
Expected return on scheme assets	(2,434)	(2,463)
Total post-employment benefit charged to the (Surplus)/Deficit on the Provision of Service	3,685	5,752
<u>Other post-employment benefit charged to the Comprehensive Income & Expenditure Statement</u>		
Re-measurement of the net defined benefit liability:		
Return on plan assets, excluding amount included in interest expense	(8,253)	827
Actuarial experience gains & losses	0	166
Actuarial gains & losses from changes in demographic assumptions	0	(5,060)
Actuarial gains & losses from changes in financial assumptions	7,554	(2,443)
Total re-measurements recognised in Other Comprehensive Income	(699)	(6,510)
Total post-employment benefit charged to the Comprehensive Income & Expenditure Statement	2,986	(758)
<u>Movement in Reserves Statement</u>		
Reversal of net charges made to the (Surplus)/Deficit on the Provision of Services	(3,685)	(5,752)
Actual employer contributions to the scheme	2,228	2,478

37e 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

	Scheme Liabilities	
	Local Government Pension Scheme	
	2018/19	2019/20
	£'000	£'000
Present value of the defined benefit obligation	(149,951)	(146,219)
Fair value of plan assets	103,684	103,169
Net liability arising from defined benefit obligation	(46,267)	(43,050)

37f Reconciliation of the Movements in the Fair Value of Scheme (Plan) Assets

	Scheme Assets	
	Local Government Pension Scheme	
	2018/19	2019/20
	£'000	£'000
Opening fair value of scheme assets	94,165	103,684
Interest income	2,434	2,463
Re-measurement gain/(loss)		
Return on plan assets, excluding amount included in interest expense	8,253	(827)
Employer contributions	2,224	2,459
Employee contributions	505	562
Benefits paid	(3,859)	(5,122)
Other	(38)	(50)
Closing fair value of scheme assets	103,684	103,169

37g Reconciliation of Present Value of the Scheme Liabilities (Defined Benefit Obligation)

	Scheme Liabilities	
	Local Government Pension Scheme	
	2018/19 £'000	2019/20 £'000
Opening Balance at 1 April	(139,670)	(149,951)
Current service cost	(2,387)	(2,832)
Interest cost	(3,587)	(3,565)
Contributions by scheme participants	(505)	(562)
Re-measurement gains and (losses)		
Changes in demographic assumptions	0	5,060
Changes in financial assumptions	(7,554)	2,443
Experience (gain) or loss		(166)
Other	0	0
Benefits paid	3,859	5,122
Curtailement	(107)	(112)
Past service costs	0	(1,656)
Closing Balance at 31 March	(149,951)	(146,219)

37h Impact on the Authority's Future Cash Flows

The objectives of the scheme are to keep employers' contributions at as constant rate as possible. The County Council has agreed a strategy with the scheme's actuary to achieve a level of 100% over 19 years. Funding levels are monitored on an annual basis. The latest triennial valuation was carried out as at 31 March 2019 with the next valuation due as at 31 March 2022.

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

The authority will pay £1.746m expected contributions to the scheme in 2020/21.

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

37i Local Government Pension Scheme assets comprised

	Fair value of scheme assets			
	2018/19 £'000	Percentage total of asset %	2019/20 £'000	Percentage total of asset %
Cash				
Cash and cash equivalents	0	0.00%	0	0.00%
Cash Accounts	529	0.50%	2,889	2.80%
Net Current Assets	72	0.10%	(1,754)	-1.70%
	601	0.60%	1,135	1.10%
Bonds				
UK corporate	704	0.70%	1,237	1.20%
Overseas corporate	512	0.50%	1,341	1.30%
Government	3,645	3.50%	0	0.00%
Overseas Fixed Interest	0	0.00%	0	0.00%
Sub-total bonds	4,861	4.70%	2,578	2.50%
Property				
Retail	2,496	2.40%	103	0.10%
Commercial	7,168	6.90%	1,342	1.30%
Sub-total property	9,664	9.30%	1,445	1.40%
Private equity				
UK	0	0.00%	0	0.00%
Overseas *	7,969	7.70%	8,254	8.00%
Sub-total private equity	7,969	7.70%	8,254	8.00%
Other				
Infrastructure	14,657	14.10%	14,237	13.80%
Indirect Property Funds	1,587	1.50%	7,325	7.10%
Credit funds	7,362	7.10%	16,301	15.80%
Pooled Fixed Income	11,278	10.90%	5,468	5.30%
Overseas Pooled Equity Funds *	45,705	44.10%	46,426	45.00%
Sub-total alternatives	80,589	77.70%	89,757	87.00%
	103,684	100%	103,169	100%

* These two categories appeared on a single line in the Statement of Accounts for 2018/19. The totals remains unchanged.

37j Basis for Estimating Assets and Liabilities

Liabilities have been assessed on an actuarial basis using the projected unit credit method, an estimate of the pensions that will be payable in future years dependent on assumptions about mortality rates, salary levels etc. The liabilities have been assessed by Mercers, an independent firm of actuaries. Estimates for the County Council Fund are based on the latest full valuation of the scheme as at 31 March 2019.

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

	Local Government Pension Scheme	
	2018/19	2019/20
Mortality assumptions		
<i>Longevity at 65 for current pensioners</i>		
Men	22.8 yrs	22.3 yrs
Women	25.5 yrs	25 yrs
<i>Longevity at 65 for future pensioners</i>		
Men	25.1 yrs	23.8 yrs
Women	28.2 yrs	26.8 yrs
Rate of inflation (CPI)	2.20%	2.10%
Rate of increase in salaries	3.70%	3.60%
Rate of increase in pensions	2.30%	2.20%
Rate for discounting scheme liabilities	2.40%	2.40%

The estimation of the defined benefit obligations is sensitive to the actuarial assumptions set out in the table above. The sensitivity analyses below have been determined based on reasonably possible changes in the assumptions occurring at the end of the reporting period, and for each assumption assumes that other factors remain unchanged.

	Impact on the defined benefit obligation in the scheme
	£'000
Longevity (increase 1 year)	3,988
Rate of inflation (increase of 0.1% p.a.)	2,461
Salary inflation (increase of 0.1% p.a.)	281
Rate for discounting scheme liabilities (increase of 0.1%)	(2,420)
Change in 2019/20 investment returns (increase of 1.0%)	(1,021)

38 CONTINGENT LIABILITIES

On transferring its housing stock in 2006/07, the Council gave warranties to Chorley Community Housing Limited against certain environmental risks. The Council's liability is restricted to a maximum loss of £18m arising over a period of 18 years. It has paid a single premium to insure against claims of up to £15m for a period of 10 years, and has covered the remaining 8 years by payment of additional annual premiums. At 31 March 2020 there are 5 years of the liability period outstanding.

At the end of March 2019, a contingent liability was disclosed in respect of claims made, against councils throughout the country, for mandatory charitable business rates relief by NHS Trusts and NHS Foundation Trusts. The backdated relief was potentially worth hundreds of millions of pounds in total across all of the councils. The councils had rejected the claims on the grounds that the NHS bodies are not charities, and therefore the claims were unfounded. The value of the appeals received by Chorley Borough Council was estimated at £4.264m, of which the authority's share would have been £2.388m (if settled in 2019/20 while a member of the 75% business rates retention pilot pool for Lancashire). In December 2019, the High Court ruled that these bodies are not eligible for such relief, with their activities being classified as governmental rather than charitable, so the council no longer has a contingent liability for this.

39 CONTINGENT ASSETS

The Council is entitled to a share of the proceeds from the sale of dwellings transferred to Chorley Community Housing. This agreement has a further three years to run. The amount receivable will depend on the numbers sold and cannot be predicted.

40 COVID 19 PANDEMIC AND EVENTS AFTER THE REPORTING PERIOD

The Code requires that, where relevant to a proper understanding of the financial statements, an authority must make disclosures in respect of events, both favourable and unfavourable, which occur between the end of the reporting period and the date when the financial statements are authorised for issue.

These events are divided into two types:

- a) **'Adjusting Events'**. If an authority receives information after the reporting period, but before the financial statements are authorised for issue, about conditions that existed at the end of the reporting period, the authority is required to update any disclosures that relate to these conditions, in the light of the new information.
- b) **'Non-Adjusting Events'**. These are those that are indicative of conditions that have relevance to the disclosures made in the financial statements, but which arose after the end of reporting period. In such cases, appropriate additional information should be supplied, but the disclosures themselves will not be updated.

No general events of either category have been identified, but there have, since the end of the reporting period, been continuous and significant developments in respect of the Covid 19 pandemic, including those with implications for the council's operations and finances. However, no Covid 19 related adjusting event has been identified. Likewise, no specific Covid related non-adjusting event has been identified, but the following are developments with implications for the council.

- Increased volatility in property valuations, beyond that inherent to market-based valuations in the normal course of events.

- Effects on income generation and the recoverability of outstanding debt.
- New responsibilities for the provision of support to businesses.
- New sources of financial support from Central Government.
- The prolongation of general uncertainties around the future of local government funding.
- Changes to the operation of services, with the more extensive use of home working and the redeployment of staff to new and additional key tasks associated with the pandemic.
- Supply chain disruptions.

None of these developments has been assessed as requiring changes to the disclosures made for the end of the reporting period. Where appropriate, reference is made throughout this Statement to the impacts of the pandemic, most specifically in Notes 4 and 5.

Collection Fund Statement

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

2018/19		Collection Fund	2019/20	
Business Rates £'000	Council Tax £'000		Business Rates £'000	Council Tax £'000
		INCOME		
	64,587	Council Tax Receivable		68,775
25,958		Business Rates Receivable	26,051	
25,958	64,587	Total Income	26,051	68,775
		EXPENDITURE		
		Apportionment of previous year's estimated Surplus/(Deficit)		
(707)		Central Government	(292)	
(566)	58	Chorley Council (Note 14)	(234)	70
(128)	359	Lancashire County Council	(53)	445
(14)	19	Lancashire Combined Fire Authority	(6)	23
	49	Police & Crime Commissioner for Lancashire		61
(1,415)	485		(585)	599
		Precepts, Demands and Shares		
12,283		Central Government	6,106	
9,826	7,495	Chorley Council (Note 14)	13,678	7,814
2,211	47,413	Lancashire County Council	4,274	50,005
246	2,470	Lancashire Combined Fire Authority	366	2,580
	6,497	Police & Crime Commissioner for Lancashire		7,481
24,566	63,875		24,424	67,880
23,151	64,360	Total Expenditure	23,839	68,479
		Charges to Collection Fund		
	11	Write offs of uncollectable amounts	14	109
113	(89)	Increase/(Decrease) in Bad Debt Provision	89	314
744		Increase/(Decrease) in Provision for Appeals	405	
130		Cost of Collection	131	
990		Transitional Protection Payments	261	
1,977	(78)	Total Charges to Collection Fund	900	423
830	305	Surplus/(Deficit) arising during the year	1,312	(127)
		Collection Fund Balance		
(1,415)	1,049	Balance brought forward at 1 April	(585)	1,354
830	305	Surplus/(Deficit) for the year	1,312	(127)
(585)	1,354	Balance carried forward at 31 March	727	1,227
		Allocated to		
(234)	157	Chorley Council - Collection Fund Adjustment Account	407	137
(292)		Central Government	182	
(53)	1,001	Lancashire County Council	127	907
(6)	144	Lancashire Combined Fire Authority	11	137
	52	Police & Crime Commissioner for Lancashire		46
(585)	1,354	Surplus/(Deficit) at 31 March	727	1,227

ACCOUNTING FOR COUNCIL TAX

The amount of Council Tax to be credited to the Comprehensive Income and Expenditure Statement for both billing authorities and major preceptors is their share of the accrued income. However, statute requires that the amount to be credited to the General Fund should be the authority's precept or demand for the year plus its share of the previous year's Collection Fund surplus or deficit. The difference between this regulatory charge and the accrued income is taken to the Collection Fund Adjustment Account, as revealed in the Movement in Reserves Statement. See also Note 10.

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

COUNCIL TAX DETAILS OF CHARGE

For the purpose of calculating Council Tax, residential properties are classified into eight valuation bands. Each valuation band is proportionate to the central Band D property. This enables calculation of the total tax base. The Council Tax Base for 2019/20 was calculated as follows:

Band	Dwellings	Dwellings adj. for discounts & exemptions	Proportion of Band D Charge	Band D Equivalent
A (disabled)	0	19.00	5/9	11.00
A	14,899	12,457.50	6/9	8,304.90
B	11,598	10,248.00	7/9	7,970.90
C	9,463	8,590.25	8/9	7,635.90
D	6,730	6,228.00	9/9	6,227.90
E	5,067	4,772.00	11/9	5,832.00
F	2,213	2,098.25	13/9	3,031.00
G	931	882.25	15/9	1,470.00
H	69	52.25	18/9	105.00
Total	50,970	45,347.50		40,588.60
Less adjustments for anticipated losses on collection				(565.47)
Add adjustment for new properties/technical changes to discounts				576.66
Less local Council Tax Support Scheme discounts				(3,465.40)
Band D Equivalent Number of Properties				37,134.39

Individual charges are calculated by estimating the amount of income required to be taken from the Collection Fund by the precepting authorities for the forthcoming year and dividing this by the council tax base. This results in an average Band D charge (excluding Parish Precepts) of £1,809.46 for 2019/20 (£1,726.20 for 2018/19). The other valuation bands are proportionate to this.

ACCOUNTING FOR BUSINESS RATES (NNDR)

From 2013/14, NNDR income, debtor and creditor balances, provisions, arrears and prepayments have been apportioned between the Council, Government, Lancashire County Council, and Lancashire Combined Fire Authority, as a result of the implementation of Business Rates Retention.

The deficit apportioned in 2019/20 was £585k, which was the same as the actual cumulative deficit in the previous year of £585k. Regulations require the deficit or surplus estimated in the annual National

Non Domestic Rates (NNDR) 1 Return to be apportioned. The sum apportioned was therefore the estimate included in NNDR1 2019/20.

Note 14 Taxation and Non-Specific Grant Income and Expenditure shows net Non-Domestic Rates Income and Expenditure for 2019/20 to be £3.966m (2018/19 £3.257m). This can be reconciled to Chorley Council's share of Business Rates Income in the Collection Fund statement in the following table:

2018/19 £'000		2019/20 £'000
9,826	Chorley Council share of Business Rates	13,678
(6,255)	Tariff payable to Lancashire Business Rates Pool	(10,116)
(80)	Levy payable to Lancashire Business Rates Pool	
0	Payment to County Wide Fund	(3)
332	Chorley Council share of surplus or (deficit) for year (transferred to Collection Fund Adjustment Account - Note 26e)	641
(566)	Chorley Council share of previous year's surplus or (deficit)	(234)
3,257	NNDR net income per Note 14	3,966

This council is part of the Lancashire Business Rates Pool which began on 1 April 2016. In a Business Rate Pool, tariffs, top-ups, levies and safety nets can be combined. This can result in a significantly lower levy rate or even a zero levy rate meaning that more or all of the business rate growth can be retained within the pool area instead of being payable to the Government. For more information on the Lancashire Business Rates Pool see Note 14. Up until 2018/19, the Pool was based on 50% local retention of income, of which 40% was attributed to this council, 9% to Lancashire County Council and 1% to the Lancashire Fire and Rescue Authority. For 2019/20, the Pool was based on 75% local retention, with shares of 56%, 17.5% and 1.5% respectively, giving rise to the proportionately higher amounts shown in the table above. For 2020/21, the position has reverted to 50% local retention.

NNDR DETAILS OF CHARGE

Business Rates are organised on a national basis. In 2005/06 the Government introduced a Small Business Rate Relief Scheme. This results in there being two multipliers in England – one for small businesses at 49.1p in 2019/20 (48.0p in 2018/19); and one for larger businesses at 50.4p in 2019/20 (49.3p in 2018/19).

The Business Rates Income after reliefs was £25.5m for 2019/20 (£25.1m for 2018/19).

The rateable value for the Council's area at the end of the financial year 2019/20 was £67.69m (£66.99m in 2018/19).

Annual Governance Statement (AGS)

CHORLEY COUNCIL

ANNUAL GOVERNANCE STATEMENT

1. Scope of responsibility

The residents of the Borough of Chorley expect the Council to conduct our business in a lawful and transparent way. In particular the Council have a duty to safeguard public money and account for it in an economic, efficient and effective way.

We have a continuing duty to review and improve how we discharge our functions focussing on the priorities of economy, efficiency and effectiveness.

To do this, the Council have put in place arrangements for the governance of its affairs. These arrangements assess the effectiveness of the exercise of its functions, and consider how well we manage risk.

We have approved and adopted a code of corporate governance, which is consistent with the principles of the CIPFA/SOLACE Framework Delivering Good Governance in Local Government. A copy of the code is on our website. This statement explains how the Council has complied with the code and also meets the requirements of regulation 6 of the Accounts and Audit Regulations 2015 in relation to the publication of an Annual Governance Statement.

2. The purpose of the governance framework

The governance framework comprises the systems and processes, and culture and values, by which control and direct the Council. It provides how we account to, engage with and lead the community. It enables us to monitor the achievement of our strategic objectives and to consider whether our objectives have led to the delivery of appropriate, cost effective services for that community.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised. This enables us to manage risk efficiently, effectively and economically.

The governance framework has been in place at Chorley Council for the year ended 31 March 2019 and up to the date of approval of the annual report and statement of accounts.

3. The governance framework

The following table describes the key elements of the systems and processes that comprise the authority's governance arrangements. These are founded on the Core Principles and sub-principles taken from our Code of Corporate Governance.

Core Principle 1. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law		
The Council's commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
Behaving with integrity	✓ The council have established both for Councillors and Staff Codes of Conduct and training is provided on both.	Local Code of Governance Codes of Conduct

	<p>Standards of behaviour are also assessed during employee one-to-one meetings and appraisals.</p> <ul style="list-style-type: none"> ✓ It is essential that not only decisions are taken with integrity but are seen to be so. The Council have established transparent decision making processes through the Contract Procedure Rules, an online declaration of interests process and the use of standing orders. The public can therefore review and take comfort in the integrity of the decision makers. ✓ The Council do however have processes and policies in place to provide avenues to challenge decision making through whistleblowing, complaints and the call in procedure. ✓ The Council have a suite of counter fraud and anti-corruption policies in place – i.e. Whistleblowing policy, Antifraud and Corruption Strategy, Fraud Response Plan, Anti Bribery Policy, Anti Money Laundering Policy and Guidance, RIPA 	<p>Performance and Development process CPRs and Standing Orders</p> <p>Register of Interests Whistleblowing Policy Customer Charter (See Sec. 5 Table B Action 2)</p> <p>Call in procedures Anti-fraud and Corruption Policies (See Sec. 5 Table B Action 2)</p>
Demonstrating strong commitment to ethical values	<ul style="list-style-type: none"> ✓ The Council have adopted in our Contract Procedure Rules the requirement for partners and contractors to adopt our, or have equivalent ethical standards of behaviour. ✓ The Council have a Scrutiny Committee in place who act as the Council's watchdog, promoting open and transparent decision making, democratic accountability and to hold the executive to account for its actions. 	<p>CPRs</p> <p>Partnership Framework</p> <p>Terms of reference for Scrutiny Committee</p>
Respecting the rule of law	<ul style="list-style-type: none"> ✓ The Council's Constitution, policies and standing orders are all drafted in accordance with legislation. Application of these processes is tested through local assurance testing. ✓ The Council report and Decision Making Templates include a comment from the Monitoring Officer to ensure that the legal implications of decisions are considered. ✓ The Council is fully aware that they must pay attention to the advice of the Council's Monitoring Officer and have good reasons, which must be documented should they depart from it. In the event the Council acts unlawfully, the Monitoring Officer must report this to Full Council. The Monitoring Officer has never had cause to take this step. ✓ The Council has appointed statutory officers including; Head of Paid Service/S.151 Officer and Monitoring Officer who fulfil their responsibilities within legislative and regulatory requirements. 	<p>Constitution</p> <p>Service Assurance Statements – AGS process</p> <p>Committee Management System (report templates)</p> <p>Roles of Statutory Officers within the Constitution.</p>
Core Principle 2. Ensuring Openness and Comprehensive Stakeholder Engagement		
The Council's commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
Openness	<ul style="list-style-type: none"> ✓ The council have a robust approach to freedom of information and aim as part of our Digital Strategy to make as much information held by the Council accessible through our website as possible. ✓ The Council's Standing Orders have provision for public questions to be raised on any item on the agenda at both Full Council and Executive Cabinet meetings. ✓ All key decisions must be taken in writing and are published in accordance with the legislation. As part of the process both the Senior Financial Officer and the Monitoring Officer must be consulted and provide comments. Where appropriate, comments are also included in relation to equality and HR. 	<p>Digital Strategy</p> <p>Council website</p> <p>Performance and Development process Committee Management System (report templates)</p> <p>Compliance with Transparency Act</p> <p>Equality Scheme</p>
Engaging comprehensively with institutional stakeholders	<ul style="list-style-type: none"> ✓ The Council have a Communications Strategy which forms the basis for our relationships with our stakeholders. We ensure that we keep accurate records of stakeholder contacts to ensure they are engaged with properly and for the correct purposes. ✓ A consultation and engagement toolkit is used within our project management methodology. 	<p>Communications Strategy</p> <p>Consultation and Engagement Toolkit</p>
Engaging stakeholders	<ul style="list-style-type: none"> ✓ We use our Communications and Consultation and Engagement Toolkit to ensure that residents are properly 	Communications Strategy

effectively including individual citizens and service users	consulted on matters which affect or interest them. This consultation contributes to the achievement of the Council's intended outcomes. Increasingly we are using web based and social media to engage with our residents but recognise that in order to consult properly we must use a mix of methods.	Consultation and Engagement Toolkit Digital Strategy
Core Principle 3. Defining Outcomes in terms of Sustainable Economic Social and Environmental Benefits		
The Council's commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
Defining outcomes	<ul style="list-style-type: none"> ✓ The Council have a clearly defined vision which forms the premise of our Corporate Strategy. The Strategy itself is developed in consultation with residents and stakeholders and its implementation is through the delivery of corporate projects and service level plans. All corporate projects have an initial document which defines the outcomes and projects are monitored through the MyProjects system. ✓ Contracts are in place for our key partnerships covering in particular Waste, Leisure, Payroll, Shared Services (with South Ribble BC). 	Corporate Strategy Service Level Plans Corporate Projects Project Management Toolkit (See Sec. 5 Table A Action 7) MyProjects system Partnership Framework
Sustainable economic social and environmental benefits	<ul style="list-style-type: none"> ✓ The Council have refreshed the Medium Term Financial Strategy to ensure that Capital investment is structured to maximise its life span whilst being adaptable for future use. Specific consideration is made of social and economic wellbeing of residents as evidenced by projects that provide affordable supported accommodation, employment opportunities and social benefits. ✓ The Council's contract procedure rules include the ability to consider social value when awarding contracts. 	Medium Term Financial Strategy Corporate Projects Compliance with Transparency Act CPRs Public Service Reform Strategy Community Resilience Framework
Core Principle 4. Determining the Interventions Necessary to Optimise the Achievement of Intended Outcomes		
The Council's commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
Determining interventions	<ul style="list-style-type: none"> ✓ We have a robust approach to setting interventions. Members and Officers work closely together and consult on the preparation of the Corporate Strategy which sets the framework for council delivery. The benefits of interventions are considered not only based on cost but also upon need and impact in order to ensure best value is met. ✓ Feedback from residents in this process is very important to ensure what we deliver is both needed and wanted. 	Corporate Strategy Consultation and Engagement Toolkit Communications Strategy Digital Strategy Sustainable Community Strategy
Planning interventions	<ul style="list-style-type: none"> ✓ The Council have a strong framework for planning the implementation of our interventions. We publish a calendar of meetings, and the Key Decision forward plan to confirm dates for decisions to be taken but in addition ensure all report writers are aware of publication of agenda dates to press for reports to be prepared in good time. We have a clear Communications Strategy to ensure proper consultation and a Risk Register. ✓ We are promoting the use of the Project Management Toolkit which ensures that there is a clear scope, timetable and outcomes for each project and Key Performance Indicators are set to monitor each service. ✓ Each project or intervention has a budget and there are regular meetings between management accountancy both with project managers and service heads for monitoring purposes. 	Calendar of meetings Forward Plans Communications Strategy Corporate Risk Register Project Management Toolkit (See Sec. 5 Table A Action 7) KPIs Budget monitoring Quarterly Budget Reporting
Optimising achievement of	<ul style="list-style-type: none"> ✓ We have a Corporate Strategy which has been agreed by Council and reflects the council's priorities. The Strategy is aimed at meeting the fundamental needs of local residents, 	Corporate Strategy Transformation Strategy

intended outcomes	<p>like health housing and jobs, while continuing to get Chorley in the best social and economic position for the future.</p> <ul style="list-style-type: none"> ✓ We have a Transformation Strategy in place. The overriding aim of this strategy is to support the council to achieve its ambitions for public service reform namely by achieving; <ul style="list-style-type: none"> • A greater integration of public services, particularly around prevention and early intervention; • Focus on prevention and early intervention across public services; • Decision making and accountability at the lowest practical level; • The system-wide sharing of responsibility for management of demand and reduction of cost shunting between organisations. ✓ The Medium Term Financial Strategy is refreshed regularly to ensure it stays current and reflects any changes in council priorities. This ensures proper budgetary planning. 	Medium Term Financial Quarterly Budget Reporting Partnership Framework
--------------------------	--	---

Core Principle 5. Developing the Entity’s Capacity, including the Capability of it’s Leadership and the Individuals within it

The Council’s commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
Developing the entities capacity	<ul style="list-style-type: none"> ✓ We have a Transformation Strategy and Medium Term Financial Strategy which the Council uses to plan for future changes to the organisation, planning for future capacity needs. Such transformation is achieved through rough cut costing, benchmarking and use of the Council’s Corporate Strategy. ✓ We have a long term partnership with South Ribble BC to deliver Financial and Assurance services which both increases capacity and skills whilst delivering efficiency savings. ✓ We have an Organisational Development Strategy which outlines the Council’s approach to organisational development. Its purpose is to; <ul style="list-style-type: none"> • Align with the Transformation Strategy to build organisational capability to support its delivery; • Identify opportunities to build organisational capability collaboratively with partners; • Build organisational capability to support business as usual activities at individual, service and organisational levels; • To ensure that the council has the leadership to support and drive changing governance models. 	Transformation Strategy Corporate Strategy Medium Term Financial Strategy Organisational Development Strategy Shared Services Collaboration Agreement
Developing the capability of the entity’s leadership and other individuals	<ul style="list-style-type: none"> ✓ Roles are clearly defined within the Council through the use of job descriptions and structure charts. The Constitution details the responsibilities of officers and councillors and the roles of the statutory officers; Head of Paid Service, Chief Finance Officer and Monitoring Officer. ✓ Good practice standards are annually assessed against the CIPFA statements for the roles of the Chief Finance Officer and Head of Internal Audit ✓ Relationships are managed through regular and frequent member briefings. ✓ The Council have updated the Organisational Development Plan ensuring that all staff have the opportunity to benefit from personal and professional development, and this is monitored through one to ones and the annual appraisal process. ✓ Officers and Councillors alike are held to account through, Neighbourhood Area Meetings with residents, Stakeholder Forums and the Chorley Partnership; as well as through Overview and Scrutiny Committee. 	Job descriptions Organisational Structure Chart Constitution Roles of Statutory Officers Organisational Development Plan Annual Appraisal Process Neighbourhood area meetings Stakeholder Forums Chorley Public Service Reform Partnership

Core Principle 6. Managing Risks and Performance through Robust Internal Control and Strong Public Financial Management

The Council's commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
Managing risk	<ul style="list-style-type: none"> ✓ There is an established Risk Management Framework which ensures that risk is considered in all aspects of decision making. This includes the identification of risks but also ensuring responsibility for them is allocated correctly. ✓ The council takes a proactive approach to both prevent and detect fraud and this is supported by the Council's Anti-Fraud & Corruption Strategy, Internal Audit programmes, fraud investigations, participation in National Fraud Initiative exercises, and publication of proven cases 	Risk Management Framework (See Sec. 5 Action 1) Fighting Fraud and Corruption Locally – The Local Government Counter Fraud and Corruption Strategy 2016-2019
Managing performance	<ul style="list-style-type: none"> ✓ This is part of the Council's approach to business transformation. Service delivery is monitored through service meetings, performance indicators, benchmarking and budget monitoring. The Executive Members have regular service briefings in relation to their portfolios. Overview and Scrutiny Committee are engaged and Task Groups have responsibility for considering and suggesting improvements in relation to service delivery. ✓ The Governance Committee is responsible for reviewing and challenging the adequacy of the council's governance arrangements. It closely monitors progress on control matters including improvement plans, external and internal audit programmes and reports, risk management, budget and financial investment reports. 	Performance Indicators and Performance reporting (See Sec. 5 Table A Action 8) Work of Overview and Scrutiny Committee and Task Groups Role of Governance Committee.
Robust internal control	<ul style="list-style-type: none"> ✓ The council maintains a robust Internal Audit service, which annually provides an independent and objective opinion on the internal control environment, verifies compliance with policies, laws and regulations, evaluates and makes recommendations to improve the effectiveness of risk management, value for money and governance processes ✓ The Council require all directorates to complete assurance statements which identify compliance issues which may exist across the Council. ✓ The Annual Governance Statement reflects on the adequacy and effectiveness of the Council's Governance Framework. This is then independently considered by External Audit. ✓ The Governance Committee complies with best practice and tests the Council's controls through the receipt of reports for consideration. 	Audit Plan, Audit Charter Service Assurance Statements Annual Governance Statement Governance Committee Terms of Reference
Managing data	<ul style="list-style-type: none"> ✓ The Council have clearly defined policies and procedures for managing and storing data. Additional work is required however to embed these and update the Council's IT systems. 	ICT Strategy Digital Strategy Data Security Policy GDPR Audit Plan
Strong public financial management	<ul style="list-style-type: none"> ✓ All decisions of the Council require a comment from the SFO, which will address budgeting issues and compliance with Best Value and the Council's contract procedure rules. There are regular meetings between budget holders / project managers and Finance to monitor budgets and any changes can be identified early. 	Committee Management System (report templates) Asset register CPRs Budget monitoring and Quarterly Budget Reports Compliance with CIPFA Statement on Role of CFO
Core Principle 7. Implementing Good Practices in Transparency Reporting and Audit to Deliver Effective Accountability		
The Council's commitment to Good Governance	How the Council meets these principles	Where you can see Governance in action
Implementing good practice in transparency	<ul style="list-style-type: none"> ✓ We feel it very important for the discharge of our obligations that as much information as possible is made available to the public. This is done through publication on the Council's website. 	Council's website Compliance with Transparency Act (See

		Sec. 5 Table A Action 4)
Implementing good practices in reporting	<ul style="list-style-type: none"> ✓ The Council comply with good practice in relation to value for money reporting and the annual Statement of Accounts considers how public finances have been stewarded. ✓ It is the practice of the Authority to ensure that all key decisions are made by councillors in accordance with our approval processes. Compliance with these processes are considered within this Annual Governance Statement. 	Statement of Accounts Quarterly Performance Reports Scheme of Delegation Annual Governance Statement
Assurance and effective accountability	<ul style="list-style-type: none"> ✓ We view improvement as a continuing process. Internal Audit reports to Governance Committee include a summary of areas for improvement and implementation is reported on an exception basis. ✓ Overview and Scrutiny Task Groups report proposed improvements to Executive Cabinet who decide whether to accept the recommendations or not. Where accepted Cabinet will later report as to the progress of the implementation of improvements. ✓ Residents have the right to ask questions at Council meetings in relation to matters on the meeting agenda which ensure immediate accountability to residents. 	Internal Audit reporting to Governance Committee Governance Committee Terms of Reference Overview and Scrutiny work programme Communications Strategy

THE IMPACT OF COVID-19

Although the AGS assesses the governance arrangements in place throughout 2019/20, it needs to be current at the time of publication and as such, the impact of Covid-19 is included in the statement, although for the majority of the 2019/20 financial year it had no effect.

The Council responded and adhered to government guidance in response to the pandemic and worked with partners, such as the Lancashire Resilience Forum and Lancashire County Council, to co-ordinate a response to ensure that resources were prioritised to those most in need with essential assistance being provided across all parts of the Borough; priorities changed to focus on the need to distribute emergency food, and to provide essential services and welfare support to vulnerable residents and to support local businesses and protect jobs in the Borough.

Despite the challenges, the Council maintained essential services whilst adapting provision, where possible, to provide alternative virtual services. Our robust response to the pandemic has added assurance to the effectiveness of the Council's business continuity plans, communications strategy and governance arrangements.

The Council has conducted meetings and taken decisions in ways other than the traditional face to face approach; virtual meetings have been held and the flexibilities provided in the Coronavirus Act 2020 have been utilised so that lawful decisions have still been made to maintain good governance and the principles of openness, transparency and accountability. The Council also adapted its approach by assessing which decisions needed to be made quickly to deal with the pandemic and those which could be delayed and re-scheduled, it has utilised the Chief Executive's emergency powers only when necessary, and these decisions have been fully captured and published on Modern.Gov and procurement procedures have been maintained but adjusted in line with national guidelines, as appropriate.

Members and the Leadership Team have received regular updates regarding the financial impact of Covid-19 and work has continued to plan for it's impact on the budget and the Council's Medium Term Financial Strategy.

All Directors have worked as part of the Senior Management Team to establish the impact of Covid on the Council's operations and they have identified changes required to both respond to the pandemic, and to support, develop and improve service delivery moving forwards. The changes broadly fall into the following general areas:

- **Transformation Programme** - a series of reports have been considered by Cabinet under the Transformation Programme outlining how services might transform in the future to adapt to changing needs and to build greater financial sustainability.
- **Implementation of new policies or processes** – as part of the Transformation Programme, policies and processes have been, and continue to be reviewed to make them fit for future purpose.
- **Funding and financial impact** – Cabinet has received regular reports on the impact of Covid-19 on the Council's finances, and on the various funding streams provided by the Government to support the response to the crisis and to address the impact on existing operations, projects and programmes; this has been reported in the financial returns submitted to MHCLG each month and will continue to be monitored and reported to Cabinet as we move forward .
- **Future working** - the majority of staff have worked from home and successfully delivered key council services since the Central Government lockdown was imposed in March 2020. Whilst this brought about some immediate and fundamental changes to governance and communication procedures, the roll-out of Microsoft Teams for meetings, calls and instant messaging, has allowed staff and members to communicate effectively; this will facilitate more flexible working options for the future

4. Review of effectiveness

Chorley Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of senior managers within the authority who have responsibility for the development and maintenance of the governance environment, the Internal Audit Annual Report and also by comments made by the external auditors and other review agencies and inspectorates.

The following paragraphs describe the processes that have been applied in maintaining and reviewing the effectiveness of the Council's governance framework:

Corporate Level Review

- A management group consisting of the following officers has been established to oversee the compilation of the Annual Governance Statement:
 - Chief Executive
 - Deputy Chief Executive
 - Director of Governance (Monitoring Officer)
 - Assistant Director of Finance (S151 Officer)
 - Head of Shared Assurance Services (Interim)
 - Shared Service Lead (Transformation and Partnership)
- The group has conducted a corporate level review of the Council's system of governance in accordance with the guidance provided by CIPFA / SOLACE.

Service Level Review

- The Council has also introduced Service Assurance Statements requiring Directors and Service Leads to review the operation of a range of governance systems and procedures within their service areas and indicate whether there are any significant non-compliance issues. These are analysed to ascertain whether there are any common areas of concern, and if so, whether these constitute significant governance issues and as such need to be included in the Annual Governance Statement.

Monitoring Officer

- As the Council's Monitoring Officer, the Director of Governance has a duty to monitor and review the operation of the Constitution to ensure its aims and principles are given full effect. The Monitoring Officer will report and recommend to Council any proposed amendment to the Constitution, which falls outside the Monitoring Officers delegated powers, for adoption.

Scrutiny Committee

- The Council has an Overview and Scrutiny Committee which can challenge a decision which has been made by the Executive Cabinet or a statutory committee but not yet implemented, to enable them to consider whether the decision is appropriate.

Governance Committee

- The Council has appointed a Governance Committee whose terms of reference comply with the CIPFA guidelines. These extend to monitoring the Council's governance, risk management and internal control framework and include reviewing the adequacy of the governance framework.

Standards Sub-Committee

- The Council has appointed a Standards Sub-Committee of the Governance Committee whose terms of reference comply with the prevailing national guidance on standards and codes of conduct for members.

Internal Audit

- Strong Internal Audit and Risk Management disciplines are embedded and the Shared Assurance Service maintains excellent working relationships with Senior Management, the Governance Committee and the Council's External Auditors to provide an integrated approach to the provision of assurance within the Council. The Internal Audit Service is fully compliant with the Public Sector Internal Auditing Standards, this was established following a peer review by the Audit Managers of 2 Lancashire authorities in April 2018.
- The Public Sector Internal Audit Standards require the Head of Shared Assurance to provide an opinion on the overall adequacy and effectiveness of the organisation's framework of control, risk management and governance.

Control – The Internal Audit Service provides an independent opinion on the adequacy of the internal control system. All recommendations for improvement are agreed with Senior Management and a summary is reported to the Governance Committee. There are 2 Internal Audit reports where the opinion of the assurance risk and control framework are Limited in 2019/20. One is related directly to a Chorley Service and the other is for a service that sits within the Shared Services area. The following provides the number of reviews by assurance opinion

Adequate	6
Substantial	2
Full	1

Risk Management – The Council's arrangements were further strengthened during 2018/19 by the continued development of the GRACE risk management system. Extensive training was delivered to Officers and the revised Risk Management Framework was approved by the Governance Committee in March 2018.

Governance – Actions have been taken during 2019/20 to strengthen the Council's governance arrangements (see identified governance issues below). The Annual Governance Statement Action Plan for 2019/20 includes details of actions to further strengthen Council's governance

arrangements. The 2019 AGS has been produced following a rigorous assessment process, both internal and external.

The Head of Internal Audit, has therefore concluded that the opinion in regard to the adequacy and effectiveness of the Council's governance, risk management and control framework has been determined that the Council can place **Adequate** assurance on the controls in place, in respect of the services / areas reviewed, evidencing that the governance arrangements and controls in place are robust and are operating effectively, with only some control issues requiring action. These actions have been addressed as part of the agreed Management Action Plan in those areas.

External Audit

- The Council receive regular reports on elements of its internal control environment, including performance management, risk management, financial management and governance.

We have been advised on the implications of the result of the review of the effectiveness of the governance framework and system of internal control by the Authority, the executive, Governance Committee, Overview and Scrutiny Committee, and a plan to address weaknesses and ensure continuous improvement of the system is in place.

5. Identified Governance Issues

In the previous year the following themes were identified as requiring action and improvement:

Table A

Theme	Agreed Improvement	SMART Actions & Milestones	Status
1. Risk Management	1.1 To further embed the risk management system	<ul style="list-style-type: none"> - To review & update Risk Management Framework - Arrange and provide risk management training 	Outstanding and carried forward
2. Customer Complaints	2.1 To improve the recording of customer complaints and identify benefit of actions taken	<ul style="list-style-type: none"> - To undertake a review of how customer complaints are received to ensure that they are all captured and recorded centrally - To identify and record the benefit of actions taken 	Complete
3. Fraud	3.1 To Review and update Anti-fraud policies	<ul style="list-style-type: none"> - To review and update the Anti-fraud policies 	Outstanding and carried forward
	3.2 To increase fraud awareness	<ul style="list-style-type: none"> - Fraud awareness training to be delivered to all relevant officers using e-learning modules - Fraud reports to be presented to Governance Committee on a regular basis. 	
	3.3 To compile and monitor a fraud risk register	<ul style="list-style-type: none"> - Fraud risk register to be compiled and monitored on a regular basis 	
4. Transparency	4.1 To ensure full compliance with the revised requirements of the Transparency Code.	<ul style="list-style-type: none"> - A review of compliance with the Code has been undertaken and areas of non-compliance are to be actioned namely; <ul style="list-style-type: none"> • Recording of officer decisions; • Publication of contracts 	Complete
5. Communication	5.1 To review and update the Communication Strategy for both internal and external communications	<ul style="list-style-type: none"> - To review and update the Communication Strategy for external communications - To review and update the consultation engagement toolkit - To re-iterate to staff the need to keep customers informed (call-back procedure) 	Complete
6. Compliance with Contract	6.1 To further embed procurement policies and procedures, and to	<ul style="list-style-type: none"> - To develop and implement a contract management system through 'Agile Point' 	Contract Management System developed

Procedure Rules (CPRs)	strengthen the current CPRs.	- To arrange and provide training to relevant staff	awaiting implementation
7. Project Management	7.1 To review and update the Project Management Toolkit as part of the creation of the centralised Programme Management Office	- To review and update the Project Management Toolkit to more fully incorporate finance, risk and statutory compliance monitoring	Complete
8. Performance Management	8.1 To further embed Data Quality Policy	- To provide data quality training and support	Completed
9. Ethical Governance	9.1 To incorporate best practice recommendations made by Committee on Standards in Public Life into Council procedures and Code of Conduct.	- To establish Governance Committee working group - Working Group to consider best practice recommendations with a view to incorporating them into Council procedures / Code of Conduct - Provide Code of Conduct training for Parish Councillors	Completed

The Council will take the following steps in the forthcoming financial year to build and strengthen our corporate governance arrangements:

Table B

Theme	Agreed Improvement	SMART Actions & Milestones	Status
1. Risk Management	1.1 To further embed the risk management system	- To review & update Risk Management Framework - Arrange and provide risk management training	Outstanding – this theme is being reviewed. It remains an issue that needs to be considered however the focus has been extended to include consideration of the risk management system. This then has an impact on the Framework and training to be provided.
2. Fraud	2.1 To Review and update Anti-fraud policies	- To review and update the Anti-fraud policies	Outstanding
	2.2 To increase fraud awareness	- Fraud awareness training to be delivered to all relevant officers using e-learning modules - Fraud reports to be presented to	

		Governance Committee on a regular basis.	
	2.3 To compile and monitor a fraud risk register	- Fraud risk register to be compiled and monitored on a regular basis	
3. Transparency	3.1 To ensure full compliance with the revised requirements of the Transparency Code.	- A review of compliance with the Code has been undertaken and areas of non-compliance are to be actioned namely; <ul style="list-style-type: none"> • Publication of contracts 	Contracts Register developed and awaiting implementation
4. Compliance with Contract Procedure Rules (CPRs)	4.1 To further embed procurement policies and procedures, and to strengthen the current CPRs.	- To develop and implement a contract management system through 'Agile Point' - To arrange and provide training to relevant staff	Contract Management System developed awaiting implementation
5. Shared Services	a. Implement enhanced Shared Services Governance Arrangements b. To review the staffing and resourcing of Internal Audit c. To review the Business Continuity and Emergency Plans and service resourcing	- To review and update the shared services agreement to specifically address matters that have arisen and the extension of shared services - To review staffing and resourcing of Internal Audit in light of changes to staff - To review and update Business Continuity and Emergency Plans in light of learning occasioned by the Covid Pandemic	Issue identified by :- Changes to personnel and; matters identified in SRBC AGS and; recent Covid pandemic

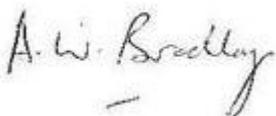
We propose over the coming year to take steps to address the above matters to further enhance our governance arrangements. The Themes will be entered as Management Actions onto the MyProjects system and allocated to the most appropriate Director or Head of Service for action. Progress will be monitored by the Senior Management Team using MyProjects.

6. Future changes which will affect Governance Arrangements

Last year 2 significant changes were identified which would likely impact on the Council's Governance Arrangements. Firstly, Brexit and secondly the conclusion of the boundary review and all out elections.

At this stage we had expected to have completed the 2020 elections and established the new ward boundaries. The Covid-19 Pandemic has delayed this until 2021. The future issues identified in last years Annual Governance Statement remain.

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



Cllr. A. Bradley
Leader of the Council
Date: 29 July 2021



G Hall
Chief Executive
Date: 29 July 2021

Glossary of Terms

Accounting Policies

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

Accruals Basis

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

Agency Services

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

Appointed Auditors

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

Balances

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

Capital Adjustment Account

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

Capital Expenditure

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

Capital Financing Charges

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

Capital Financing Requirement (CFR)

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

Capital Receipts

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

Carrying Amount

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

Chartered Institute of Public Finance and Accountancy (CIPFA)

CIPFA is the leading professional accountancy body for public services.

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

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

Collection Fund

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

Community Assets

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

Contingency

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

Contingent Liabilities or Assets

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

Council Tax

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

Council Tax Base

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

Council Tax Requirement

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

Creditors

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

Current Service Cost

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

Current Value

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

Curtailment

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

Debtors

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

Deferred Capital Receipts

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

Defined Benefit Scheme

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

Department for Communities and Local Government (DCLG)

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

Depreciation

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

Derecognition

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

Discounts

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

Earmarked Reserves

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

External Audit

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

Fair Value

Fair Value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Finance Lease

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

Financial Instruments

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

Financial Regulations

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

General Fund

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

Highways Network Asset

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

Housing Benefit

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

Impairment

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

Infrastructure Assets

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

Intangible Assets

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

International Financial Reporting Standard (IFRS)

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

Inventories

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

- Goods or other assets purchased for resale
- Consumable stores
- Raw materials and components
- Products and services in intermediate stages of completion
- Finished goods

Investment Properties

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

Joint Venture

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

Leasing Costs

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

Materiality

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

Medium Term Financial Strategy (MTFS)

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

Minimum Revenue Provision (MRP)

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

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

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

Net Book Value (NBV)

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

Net Realisable Value (NRV)

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

Operating Lease

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

Precept

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

Premiums

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

Prior Period Adjustments

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

Property, Plant and Equipment (PPE)

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

Provisions

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

Public Works Loan Board (PWLB)

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

Related Parties

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

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

Remeasurement of the Net Defined Benefit Liability

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

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

Reporting Standards

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

Regulation(s)

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

Reserves

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

Revaluation Reserve

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

Revenue Support Grant

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

Revenue Expenditure Funded From Capital Under Statute (REFCUS)

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

Royal Institution of Chartered Surveyors (RICS)

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

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

Service Reporting Code of Practice (SeRCOP)

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

Treasury Management

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

Treasury Management Strategy (TMS)

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

Voluntary Revenue Provision

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