

Guildhall Gainsborough
Lincolnshire DN21 2NA
Tel: 01427 676676 Fax: 01427 675170

AGENDA

This meeting will be recorded and the video archive published on our website

Governance and Audit Committee

Tuesday, 20th June, 2017 at 6.30 pm

Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA

Members: Councillor Giles McNeill (Chairman)
Councillor Mrs Jackie Brockway (Vice-Chairman)
Councillor Mrs Sheila Bibb
Councillor David Bond
Councillor John McNeill
Councillor Mrs Angela White
Alison Adams
Andrew Morriss
Peter Walton

1. **Apologies for Absence**
2. **Public Participation Period**
Up to 15 minutes are allowed for public participation.
Participants are restricted to 3 minutes each.
3. **Minutes of Previous Meeting**
 - a) Meeting of the Governance and Audit Committee held (PAGES 1 - 10)
on 18 April 2017
 - b) Meeting of Governance and Audit Committee on 8 May (PAGES 11 -
2017 (at the conclusion of Annual Council) 12)
4. **Members Declaration of Interest**
Members may make any declarations of interest at this point but
may also make them at any time during the course of the meeting.

Agendas, Reports and Minutes will be provided upon request in the following formats:

Large Clear Print: Braille: Audio: Native Language

5. **Matters Arising Schedule** (PAGES 13 - 20)
Matters Arising schedule setting out current position of previously agreed actions as at 12 June 2017.
6. **Presentation**
Short presentation by Team Manager, Business Improvement and Corporate Governance regarding the purpose of the AGS
7. **Reports for consideration**
- a) Internal Audit Annual Report (PAGES 21 - 44)
 - b) Draft AGS (PAGES 45 - 76)
 - c) Member Training Update (PAGES 77 - 92)
 - d) Unaudited Statement of Accounts 2016/17 (PAGES 93 - 208)
8. **General Items of Business for consideration**
- a) Work Plan (PAGES 209 - 212)

M Gill
Chief Executive
The Guildhall
Gainsborough

Monday, 12 June 2017

Governance and Audit Committee- 18 April 2017
Subject to Call-in. Call-in will expire at 5pm on

WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Governance and Audit Committee held in the Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA on 18 April 2017 commencing at 2.00 pm.

Present: Councillor Giles McNeill (Chairman)
Councillor Mrs Jackie Brockway (Vice-Chairman)

Councillor Mrs Sheila Bibb
Councillor John McNeill
Councillor Mrs Angela White
Alison Adams
Andrew Morriss

In Attendance:

Ian Knowles	Director of Resources and S151 Officer
Manjeet Gill	Chief Executive
James O'Shaughnessy	Team Manager BI and Corporate Governance
Alan Robinson	SL - Democratic and Business Support
Katie Coughlan	Governance and Civic Officer

Also in Attendance: Mike Norman – External Audit KPMG
John Sketchley - Internal Audit – LCC

Also Present Councillor Jeff Summers
4 Members of the Public

Apologies: Councillor David Bond
Peter Walton

Membership: No substitutes were appointed

79 PUBLIC PARTICIPATION

There was no public participation.

80 MINUTES OF PREVIOUS MEETING

(a) Meeting of the Governance and Audit Committee held on 14 March 2017

RESOLVED that the Minutes of the meeting of the Governance and Audit Committee held on 14 March 2017 be approved and signed as a correct record.

81 DECLARATIONS OF INTEREST

There were no declarations of interest made at this stage of the meeting.

82 MATTERS ARISING SCHEDULE

Members gave consideration to the Matters Arising Schedule which set out the current position of all previously agreed actions as at 6 April 2017.

With regard to the black action No.3 entitled "Internal Audit Plan", the Chairman advised that following his most recent Chairman's briefing he had requested that the Head of Paid Service attend the meeting to address the Committee in order to give her assurance that there were strategies in place to address the risks that had been raised regarding capacity particularly in the services areas detailed in the emerging risks section of the report (ref draft internal audit plan March 2017 meeting).

The Head of Paid Service was welcomed to the meeting and thanked the Committee for the invitation and challenge offered.

Assurance was sought and received that capacity and skills across all service areas was continually being monitored and reviewed. With regard to Project and Asset Management, the Head of Paid Service had directly intervened in an ongoing re-structure. A new structure had now been agreed and recruitment was underway. The service was also working more closely with partners and collaborating to ensure the team had capacity and the correct skills.

Regarding stress, the Head of Paid Service outlined the various factors that contributed to stress together with the wide range of mechanisms that were in place across the organisation for such matters to be raised and discussed. Stress Assessments were regularly used.

In concluding, the Head of Paid Service stressed that as a small organisation, with ever reducing grant funding, it was important to continually review how and where resources were being used.

The Committee welcomed and shared this view.

RESOLVED that: -

- (a) progress on the Matters Arising Schedule as set out in the report be received and noted;
- (b) the information received verbally from the Head of Paid Service be noted.

83 INTERNAL AUDIT Q4 MONITORING

Consideration was given to a report which gave Members an update of progress, by the Audit

partner, against the 2016/17 annual programmes agreed by the Audit Committee in March 2016.

The report further provided details of the audit work undertaken during the period; the current position with agreed management actions in respect of previously issued reports; and details of other audit activity relevant to the Committee.

The report advised on four audits having been completed during the period; with another 5 underway. The outcomes of each audit were outlined to Members in detail.

Referring to the outstanding recommendation and detailed contained in Appendix 5, the Committee sought assurance regarding progress with the ICT Strategy.

The Director of Resources addressed the Committee and advised that

Whilst a full strategy had not been agreed during that period the development and progression of the Corporate ICT had continued to be developed. An ICT Strategic Overview was agreed with Corporate Policy and Resources in June 2015. This covered the physical hardware.

Challenge had arisen in the digital side of the strategy which was more around the business need and customer service.

In recent months SOCITM had been undertaking work to review current plans and carry out maturity surveys of IT and Digital provision. Whilst an IT strategy was still intended to be delivered this would now be aligned with the work on our Closer to the Customer (CTTC) programme which was currently being scoped.

Regarding the audit into PCIDDS the auditor confirmed that the authority had been quick to respond to the recommended actions. A policy was now in place and approved and all actions would be completed by the end of the month.

RESOLVED that having considered the content of the report, it be noted with no further actions required at this stage.

84 AGS 15/16 MONITORING REPORT (Q3)

Consideration was given to a report which reviewed the progress made to-date against the Annual Governance Statement 2015/16 Action Plan.

The significant issues that had been identified for development were:

- Strategic & Spatial Planning
- Development Management
- Strategic Programme Delivery
- Information Governance & Security
- Intelligent Clienting
- Selective Licensing

The attached Action Plan referenced the progress made in respect of Development Management and the oversight and scrutiny provided by the Challenge & Improvement Committee who had received regular update reports from the service. The introduction of the Selective Licensing Scheme had been successful; with a greater degree of take-up than previously envisaged. In respect of Information Governance, a follow-up audit into Incident Management had reported a finding of substantial assurance and many associated policies had been revised.

At present it was envisaged that all matters would be appropriately addressed by their respective due dates.

RESOLVED that that having considered the content of the report the Committee be assured that the current position of the Annual Governance Statement Action Plan for 2015/16 would result in the completion of all relevant actions by July 2017.

85 STRATEGIC RISKS - 6 MONTH POSITION UPDATE

Consideration was given to a report which presented Members with the strategic risks identified as facing the Council as at 1 April 2017.

In presenting the report, Members noted that Internal Audit had recently completed an audit into the Council's risk management arrangements which had resulted in a "substantial" assurance rating being received.

Internal Audit's findings were summarised as follows:

"We found there are effective risk management processes in place for managing strategic and service risks. There are clear codes of practice in place which although need a slight update still clearly lay out the Council's expectations for the management of risk.

Strategic and service risks are centrally recorded, regularly reviewed, discussed and reported to management groups and the process is firmly established and understood. Managers showed a good awareness and understanding of monitoring, managing and considering risks as part of everyday service operations.

With firm foundations in place to manage and monitor risks the Council could now look to strengthen its processes by moving the focus of current monitoring from ensuring risks are up to date to include the quality and accuracy of the recorded risks."

Discussion ensued and Members were asked to consider whether there were any further strategic risks they considered should be reflected on the register.

The following suggestions were made: -

- Uncertain outcome of the general election
- County Council's plans regarding unitary authorities

Officers undertook to consider these further.

There was also a suggestion that those areas which were not being audited, referred to in the Internal Audit Plan, considered by the Committee at the March meeting, should be included. In response it was noted that a number of these, whilst not explicit, were included and examples were cited. The remaining issues would be incorporated into 16/17 AGS and thus tracked through that process. The Committee indicated that some form of cross referencing would be beneficial.

Following further discussion the Director of Resources undertook to give this suggestion further consideration.

In response to the Committee comments regarding some of the actions appearing to be out of date, particularly in relation to Devolution, it was noted that the Strategic Risk Register was due to be discussed by the Management Team later in the week and this may result in more actions being identified.

These would be detailed in the next update report to the Committee.

RESOLVED that having reviewed the strategic risks as presented they be noted.

86 GOVERNANCE ARRANGEMENTS T&F GROUP OUTCOMES

Members gave consideration to a report which set out recommendations from the Governance Arrangements Task and Finish Group, which had been established to undertake further detailed evaluation work into the implications of a possible move to the Leader Cabinet model, hybrid or more effective Committee System, following a resolution passed by Annual Council in 2016.

The report set out the work the Task and Finish Group had undertaken in order to be able to form their recommendations and the outcome of the high level consultation they had undertaken.

Task and Finish Group Members who were present, shared with the Committee, experiences they had had whilst undertaking their investigations.

In responding to questions, Officers confirmed that the consultation responses received had been cross party.

RESOLVED that:

- (a) the work undertaken by the Task and Finish Group be noted and accepted;
- (b) in light of the Group's findings, it be **RECOMMENDED** to Council that no further work into a potential change of Governance Arrangements be undertaken for the reasons outlined in the report; and
- (c) Officers be requested to include provision for those suggestions made at Section 5.3 of the report within the annual review of the Constitution report for further consideration by Full Council in May 2017.

87 MEMBERS CODE OF CONDUCT AND OPERATING PROCEDURES - FINAL DRAFT INCORPORATING FEEDBACK RECEIVED TO DATE

Consideration was given to a report which presented a Final Draft version of the revised Members' Code of Conduct and Operating Procedures.

Following previous consideration by this Committee and the Standards Sub-Committee on a number of occasions, a number of proposed amendments and additions had been made.

The proposed amendments were presented for further consideration and agreement was sought for the finalised documents to be submitted to Annual Council in May 2017 for adoption.

It was also noted that an all Member workshop would be held in advance of Annual Council to present the content of the Code to the wider membership in an informal setting.

In presenting the report the Monitoring Officer advised that the report had recently been considered by the Standards Sub-Committee but due to a timing issue with publication, the amendments agreed were not as yet incorporated these were verbally shared with the Committee, as follows:-

- No further amendments required to the Code itself- all suggested amendments accepted;
- Further amendments required to the operating procedure with regard to how formal investigations were conducted, namely: -
 - It be made clear that following an investigation if the MO makes the decision to proceed to a hearing, there will be full disclosure of all witness statements given to all parties;
 - The method for recording any interviews will be a decision for the Investigating Officer, however an audio recording will be taken on request;
 - It be made clear that Hearings can proceed in the absence of the subject member if the MO is not satisfied with their reason for non attendance.
 - The reasons for the MO deciding to proceed to a hearing will be documented and shared with all parties.

Discussion ensued and it was suggested that respect should be added as principle, as it was at the County Council. Officers confirmed that the introduction wording used in the respect section, was the same as that included in the County Council's Code, albeit in a different section of the Code.

In responding to questions Officer clarified what was meant by threshold with regards to complaints about respect.

It was suggested that Local Ward Member engagement at the onset on the process (operating procedure refers), should be chased up at least once, rather than not at all, as currently drafted.

It was also suggested that the ability for the Monitoring Officer to have the final decision regarding whether a Hearing should proceed should be somehow documented in the procedure.

Whilst being agreeable to the suggestions made, some Members expressed concern that in trying to make the operating procedure cover every eventually, they could inadvertently make it unworkable. All were agreement that a degree of flexibility within such a procedure was required.

RESOLVED that:

- a) Having reviewed the final draft version of the revised Code of Conduct and Operating Procedures the Committee's comments and suggestions detailed above be noted and further considered by Officers for inclusion.
- (b) an all Member workshop be held in advance of Annual Council to present the content of the draft revised Code to the wider membership (proposed date of 25 April 2017).
- (c) the Monitoring Officer be granted delegated Authority to incorporate any further amendments required to the Code of Conduct and Operating Procedures, arising from the Governance and Audit Committee Meeting or the above Member Workshop, prior to it being submitted to Annual Council for adoption in May 2017.

88 ANNUAL REVIEW OF THE CONSTITUTION

Consideration was given to a report which proposed a number of amendments to the Constitution for consideration by the Governance and Audit Committee prior to being recommended to Full Council.

In presenting the report the Monitoring Officer outlined the process which had been followed in undertaking the review, as detailed at Section 1 of the report. The changes being proposed as a result, and contained the report were summarised to the Committee.

RESOLVED that:

- (a) the outcome of the Annual Review be noted; and
- (b) it be **RECOMMENDED** to Council that:-
 - (i) the amendments detailed in paragraphs 2.6 to 2.13, and at Appendices 1 and 3 of the report, and the revised Constitution chapters as appended (Appendices 4-6) be approved for immediate implementation.
 - (ii) the amendments detailed at Appendix 2 of the report, as already approved by Council/Committee, be noted;
 - (iii) the Challenge and Improvement Committee new section on Oversight

Commissioning and the Operating Methodology as set out in paragraph 2.10 and Appendix 7 be approved for inclusion.

- (iv) the review of Planning Protocols as set out in paragraph 2.11 and Appendix 8, be approved;
- (v) Given the Council's increased Commercial activity, the Constitution contain a separate section to deal specifically with the Council's Trading Companies, this to be compiled and developed for presentation within the Annual Review in 2018.

89 WORK PLAN

Members considered their work plan for the meetings during the ensuing 17/18 civic year.

This being the last meeting of the 16/17 civic year, the Chairman placed on record his thanks to Vice Chairman, Councillor Jackie Brockway, and all Members of the Committee. Thanks were also expressed to all those Officers who regularly serviced the Committee throughout the year.

RESOLVED that the work plan as at 6 April 2017 be noted.

90 EXCLUSION OF PUBLIC AND PRESS

RESOLVED that under Section 100 (A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

Note: The Committee took a 10 minute recess to allow Members to consider the information tabled (appendices to the report) and the meeting recommenced at 3.32 pm

91 QUICKLINE BUSINESS PLAN PAYMENTS - MONITORING REPORT PERIOD 4

Members received a report for assurance purposes and to give the Committee confidence that Quikline were able to meet the conditions of the loan.

In presenting the report, Officers indicated at present the arrangement was in line with expectations and capital repayments continued to be made.

Members indicated they had no concerns and on that basis it was:-

RESOLVED that the monitoring information as presented be accepted and the Committee be assured.

Governance and Audit Committee- 18 April 2017
Subject to Call-in. Call-in will expire at 5pm on

The meeting concluded at 3.35 pm.

Chairman

This page is intentionally left blank

WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Governance and Audit Committee held in the Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA on 8 May 2017 commencing at 8.17 pm.

Present: Councillor Angela Lawrence (Council Chairman (In the Chair))

Councillor Mrs Sheila Bibb
Councillor David Bond
Councillor Giles McNeill
Councillor John McNeill
Councillor Mrs Angela White

In Attendance:

Dinah Lilley Governance and Civic Officer
Alan Robinson SL - Democratic and Business Support

Apologies: Councillor Mrs Jackie Brockway

Membership: No substitute was appointed

1 TO ELECT A CHAIRMAN FOR THE CIVIC YEAR

RESOLVED that Councillor Giles McNeill be appointed Chairman of the Committee for the 2017/18 civic year.

Councillor Giles McNeill took the Chair for the remainder of the meeting

2 TO ELECT A VICE CHAIRMAN FOR THE CIVIC YEAR

RESOLVED that Councillor Jackie Brockway be appointed Vice-Chairman of the Committee for the 2017/18 civic year.

3 TO DETERMINE THE NORMAL COMMENCEMENT TIME OF MEETINGS

RESOLVED that the meetings of the Committee will normally commence at 6 pm.

4 TRAINING

To note that a training session at which Members of the Committee will be required to attend, will be arranged and further details will be circulated in due course. Once appointed to serve or substitute on the above committee, members must receive training prior to approval of the annual statement of accounts.

The meeting concluded at 8.20 pm.

Chairman

Governance & Audit Committee Matters Arising Schedule

Purpose:

To consider progress on the matters arising from previous Governance & Audit Committee meetings.

Recommendation: That members note progress on the matters arising and request corrective action if necessary.

Matters arising Schedule

Active/Closed	Active				
Meeting	Governance and Audit Committee				
Status	Title	Action Required	Comments	Due Date	Allocated To
Black					
	length style of cttee papers	<p>extract from mins of mtg 17/1/17: -</p> <p>There had previously been a Matters Arising regarding an informal sub-group to look at the length and style of reports to the Governance and Audit Committee (Mr Morris and Councillor Mrs Brockway to be engaged). Members requested that this action be re-instated as progress had not been achieved.</p>	<p>item will be added to briefing agendas - kjc</p> <p>discussed at briefing. a mtg is to be arranged between Cllr JB, Mr AM IK, AR and KJC to progress this matter. This will be held in late March / early April. mtg arranged for 18/4.</p> <p>Alan provided an update at the 1 June Briefing stating that the meeting had been positive and agreed a house style for reports. Alan would work with SLT and new officers to advise on the recommendations.</p>	30/04/17	Ian Knowles

Green					
	whistleblowing report - future format	extract from mins of mtg 26/7 It was suggested that in future the whistle blowing report, if a nil return, should be extended to include the other support packages and measures on offer to employees. It was further suggested that “web page hits” data could be incorporated.		28/07/17	Alan Robinson
	ags refresher training	extract from mins of mtg 8/11/16 It was suggested that an AGS refresher training session may be useful.	to be raised at chairs brief initially - added to jan agenda . discussion held, training will be arrange in May/June 2017 (following annual council and re appointment of cttees) and will include training on the wider role of the cttee also Following discussion at Briefing on 1 June, agreed that WLDC members be invited to an event in the autumn to be organised by LCC, Chair, Vice and Lucy to liaise further and all members to be provided with event details in due course	29/08/17	James O'Shaughnessy
	member training - future topic request	extract from mins of mtg 14/3 The rationale for reviewing sales invoicing was further explained and it was noted that key staff were been offered training around commerciality. Members requested that some level of commercial awareness training be built into the Member Training Plan in the future.	please build into plan going foward	30/06/17	Alan Robinson

	<p>strategic risk register</p>	<p>extract from mins of mtg 18/4/17: -</p> <p>Discussion ensued and Members were asked to consider whether there were any further strategic risks they considered should be reflected on the register.</p> <p>The following suggestions were made: -</p> <ul style="list-style-type: none"> • Uncertain outcome of the general election • County Council’s plans regarding unitary authorities <p>Officers undertook to consider these further.</p>	<p>james please see above, and feedback through this matters arising any comments you have.</p> <p>James to provide an update at 1 June Briefing.</p> <p>Work is on-going, suggestions made to date continue to be considered. Members will next review the Risk Register in November.</p>	<p>25/10/17</p>	<p>James O'Shaughnessy</p>
--	---------------------------------------	---	---	-----------------	----------------------------

	<p>strategic risk register - cross reference</p>	<p>extract from mins of mtg 18/4/17: There was also a suggestion that those areas which were not being audited, referred to in the Internal Audit Plan, considered by the Committee at the March meeting, should be included. In response it was noted that a number of these, whilst not explicit, were included and examples were cited. The remaining issues would be incorporated into 16/17 AGS and thus tracked through that process. The Committee indicated that some form of cross referencing would be beneficial.</p> <p>Following further discussion the Director of Resources undertook to give this suggestion further consideration.</p>	<p>james please see above, please feedback thorough these matters arising any progress / thoughts. James provided verbal update at 1 June Briefing. The attached document summarises to members were assurance are being received in the absence of formal audits (electronic copy of the document to be circulated with the meeting Agenda).</p>	<p>20/06/17</p>	<p>James O'Shaughnessy</p>
--	---	--	--	-----------------	----------------------------

Governance & Audit Briefing Note: Cross Reference of Identified Issues Against Strategic Risk Register

At the Governance & Audit Committee on 18th April 2017, Members considered the Council's strategic risks. Developing this conversation led to discussion on how specific matters are addressed which have been highlighted within the Combined Assurance Report, but are not included within the Internal Audit Plan for the year, or are not detailed as an identifiable strategic risk. An example was the reference within the Combined Assurance Report 16/17 to stress among managers as identified via the Council's annual stress survey.

For the example discussed, reference was made to the Council's strategic risk register and the inclusion of Corporate Health & Safety as a specific strategic risk. Included within this risk is a concern for the health and wellbeing of all staff and many mitigating actions are in place to mitigate potential issues from arising; including specific actions relating to preventing or reducing stress among staff.

Other examples might include Data Protection issues (referenced within the strategic risk relating to Information Governance) and Safeguarding (referenced with the strategic risk relating to Compliance with legislation).

It is considered appropriate to not disaggregate the strategic risks into component parts, but to rather take an overarching viewpoint and ensure specific matters are identified within the relevant strategic risk.

The discussion then moved onto the presentation at the previous Committee meeting of the Internal Audit plan for 2017/18. Some aspects included on the plan had been identified via the Combined Assurance Report, but Members queried how those matters raised by the Combined Assurance Report, which are not included in the audit plan, would be addressed. For example, a question was posed as to whether they should be detailed within the strategic risk register.

The response is multi-faceted as follows:

1. Some matters raised within the Combined Assurance Report are already referenced within the strategic risk register (stress example refers). The strategic risk register should be used to assess whether current mitigations are sufficiently robust, or is additional work required.
2. Some matters raised within the Combined Assurance Report are service related. They should be addressed within service (operational) risk registers and/or improvement plans and monitored through usual line management arrangements.
3. The Annual Governance Statement action plan can be used to address significant issues raised as a result of the Combined Assurance Report. Such issues must:
 - have arisen despite mitigating actions being implemented to reduce the risk of occurrence
 - be significant 'one-off' pieces of work of strategic importance to the Council and carry significant implications
 - be matters of critical importance that have been highlighted through the Combined Assurance Report as warranting significant attention and are not incorporated into the Internal Audit work plan, or are not being addressed via other means

4. Recent audits into the same or a similar area may have provided a positive finding. Therefore further audit work is not warranted at this particular time.
5. The issue raised is already under scrutiny by officers/Members and steps are in place to address matters e.g capacity and capability matters which may require a restructure/refocus of the service area in question.
6. The matter may be due to be included within a wider planned audit into the subject matter e.g. planning enforcement is to be reviewed within the scheduled development management audit.

Having reviewed the auditable areas highlighted within the Combined Assurance Report 16/17 as potentially requiring attention (assessed as red/amber in nature), that are not due to be audited in 17/18, explanations have been offered as to how assurance is being achieved within each respective area. Details are set out in the table below:

Auditable Area	Assurance Sought	Assurance Provided Via
Transactional Services		
Tourism	Service now sits under a new manager and new strategy and policy being developed for this service.	Work in place to ensure fit for purpose tourism service is provided by WLDC
Waste Other Traded Services	To provide assurance on the delivery of Commercial waste services and review the sustainability and effectiveness of the commercial model.	Incorporated within the Commercial related strategic risk. Audit relating to sales invoicing in 17/18 will review managers' understanding of the principles of traded services
Homeless Prevention	To ensure the implications of the Homelessness Prevention Bill are understood and the Council can respond and provide an effective service to customers	Possible inclusion in AGS 16/17 action plan
Safeguarding	Provide assurance that the Council's safeguarding systems are established and embedded throughout all relevant Council services. Confirm compliance with legislation and best practice.	Monitored via Compliance related strategic risk. Most recent Safeguarding related audit (Vulnerable People) in 2015 – substantial assurance
Car Parking	Review the Council's Car Park strategy, how it aligns to Commercial, Growth and Corporate plans to support town centre growth and income.	Strategy development and options presented to PCC – key Member and officer strategic oversight
Planning Enforcement	Provide assurance on the management of enforcement cases.	To be included as part of the development mgt audit Q1 17/18
Affordable Housing	Review plans for developing the service and its future direction. Confirm there are plans and resources to	Suggest this has been entered in error as Combined Assurance field work provided a

	maintain an effective service.	green rating
Gainsborough Market	Review to provide assurance on management and monitoring of the markets and to review any improvement or action plans to address the decline in the market.	Strategy and options presented to PCC – key Member and officer strategic oversight. Work still in progress
Community Safety & Anti-Social Behaviour	Review and assess the effectiveness of Internal Control in this area and including safeguarding.	Recent enforcement review undertaken and recommendations being worked through
Governance		
Member Development	Provide assurance on the plans and policies for effective continuous Member development. Confirm that training and support based on a training plan, legislation and best practice in place.	Member development plan approved and monitored. Political Governance aspect proposed as part of AGS 16/17 action plan
Equality & Diversity	Review the Council's strategy and approach to E&D training and awareness across the Council. Provide assurance that plans are developed and in place and support officers in E&D management.	Work in development to ensure due attention is paid to this matter.
Emerging Risks		
Regulatory Services - Survey	Results of the latest stress survey this year done for managers. Some concern that managers are finding it difficult to balance delivery and performance	Monitored via Corporate Health & Safety related strategic risk.
Economic Development	Discussed the large scale projects and programmes that are currently developing in the growth service and highlighted overall Council capacity and resilience is a risk. Particularly the Property section and the planning section. Both these areas have a significant impact on the growth team's ability to deliver. One other risk was a reputational one as a lot of work is going on to redevelop Gainsborough and Market Rasen and Caistor are not getting a lot of attention.	Property/assets section restructure and refocus of work plan in place. Development management performance improvements realised. Appointment of Director of Economic and Commercial Growth brings all related disciplines under one umbrella to provide strategic direction and co-ordination. AGS 16/17 Action Plan contains reference to Delivery of Key Commercial and Community Based Projects.
Property & Estate Management	Resource is a real risk as highlighted in recent audits. The team has lost 3 members of staff without recruiting any replacements. The Council is not using the corporate landlord process which means different services are getting involved in asset	Whole restructure proposed and developed for this area to address skills and capacity issues. Proposed plans to work with ACIS did not materialise, nor did Team Manager leave the Council.

	<p>and property work.</p> <p>There is not the assurance that all these officers have the experience or knowledge to conduct this work.</p> <p>There is a plan to explore the possibility of joint working with ACIS but the team are not sure how this would fit in with commercial aims and where the priority for ACIS would be for commercial work.</p> <p>The loss of the team manager will be a loss of experience and system knowledge as other team members do not have the experience of using tech forge in detail. It is important that the system remains updated with asset information</p>	
Housing Property Commercial	<p>We identified that capacity was a serious emerging and strategic risk. Strategic in that a lack of capacity to complete projects will stop the Council achieving its Housing objectives and commercial aims. Emerging risk due to restructures in the Assets section where the team has lost several members of staff partly through retirement and partly through the restructure process.</p>	<p>Commercial aspect contained and addressed within the Council's commercial related strategic risk. Whole restructure proposed and developed for this area to address skills and capacity issues.</p>
Finance	<p>Growth – Assessed as amber due to the large scale of projects being considered. There are risks around the affordability of borrowing, the achievable returns and the capacity of finance team to manage £38m of developing projects and the possibility of changing priorities. This links to the property section where experienced staff are leaving and the service is under resourced.</p>	<p>Property related concerns addressed via restructure proposed and developed for this area to address skills and capacity issues. Growth Board in place to provide strategic direction, prioritisation and delivery of programme.</p>



**Governance & Audit
Committee**

20 June 2017

Subject: Internal Audit Annual Report – 2016/17

Report by:	Ian Knowles Director of Resources Lucy Pledge (Head Audit & Risk Management – Lincolnshire County Council)
Contact Officer:	Ian Knowles, Director of Resources Ian.Knowles@west-lindsey.gov.uk 01427 676682
Purpose / Summary:	The Internal Audit Plan was approved on the 17 th March 2016. This report gives the Head of Internal Audit's opinion on the adequacy of the Council's, governance, risk and control environment and the delivery of the Internal Audit Plan for 2016/17.

RECOMMENDATION(S):	<ol style="list-style-type: none">1. That the Committee consider the Head of Audit's Annual Report and Opinion for 2015/16 and identifies any actions it requires.2. That the Committee take into account this Annual Report and the Head of Internal Audit's opinion when considering the Council's Annual Governance Statement 2017.
---------------------------	---

IMPLICATIONS

Legal: None directly arising from the report

Financial: FIN REF 41/17 None directly arises from the report.

Staffing: None.

Equality and Diversity including Human Rights:

*NB: A full impact assessment **HAS TO BE** attached if the report relates to any new or revised policy or revision to service delivery/introduction of new services.*

None arising from this report

Risk Assessment: N/A

Climate Related Risks and Opportunities: None arising from this report

Background Papers: No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

Call in and Urgency:

Is the decision one to which Rule 14 of the Scrutiny Procedure Rules apply?

Yes

No

Key Decision:

Yes

No

1. The Annual Internal Audit Report aims to present a summary of the audit work undertaken over the past year. In particular:
 - Include an opinion on the overall adequacy of and effectiveness of the governance framework and internal control system and the extent to which the Council can rely on it;
 - Inform how the plan was discharged and of overall outcomes of the work undertaken;
 - Draw attention to any issues particularly relevant to the Annual Governance Statement.
2. Our internal audit service continues to work well with the Governance and Audit Committee and Management to help the Council maintain effective governance, risk and control processes.
3. The content of the Internal Audit Annual report has also informed the development of the Councils' Annual Governance Statement 2017 – due to be presented to this Committee
4. The detailed report is attached in Appendix A.



West Lindsey District Council

Internal Audit Annual Report – 2016/17



What we do best...

Innovative assurance services

Specialists at internal audit

Comprehensive risk management

Experts in countering fraud

...and what sets us apart

Unrivalled best value to our customers

Existing strong regional public sector partnership

Auditors with the knowledge and expertise to get the job done

Already working extensively with the not-for-profit and third sector

Contents

Page

The contacts at Audit Lincolnshire for this report are:

Lucy Pledge

Audit and Risk Manager (Head of
Internal Audit)

Lucy.pledge@lincolnshire.gov.uk

John Sketchley

Team Leader

John.sketchley@lincolnshire.gov.uk

Matthew Waller

Principal Auditor

matthew.waller@lincolnshire.gov.uk

Purpose of Annual Report	1
Our opinion on governance, risk and the control environment	1
How we came to our opinion	2
Roles and Responsibilities	5
Scope of work	6
Restrictions on scope	6
Other significant work	8
Delivery of internal audit plan 2016/17	8
Effectiveness of internal audit	9
Quality Assurance	10

Appendix 1 - Internal Audit Assurances Given 2016/17
Appendix 2 - Outstanding recommendations
Appendix 3 - Quality Assurance Framework
Appendix 4 - Continuous Improvement Plan
Appendix 5 - Glossary of Terms

Distribution List

Chief Executive
Directors
External Audit



This report has been prepared solely for the use of Members and Management of West Lindsey District Council. Details may be made available to specified external organisations, including external auditors, but otherwise the report should not be used or referred to in whole or in part without prior consent. No responsibility to any third party is accepted as the report has not been prepared, and is not intended for any other purpose.

The matters raised in this report are only those that came to our attention during the course of our work – there may be weaknesses in governance, risk management and the system of internal control that we are not aware of because they did not form part of our work programme, were excluded from the scope of individual audit engagements or were not brought to our attention. The opinion is based solely the work undertaken as part of the agreed internal audit plan.

Management Summary

Purpose of Annual Report

1. The purpose of the Annual Internal Audit Report is to meet the Head of Internal Audit annual reporting requirements set out in the Public Sector Internal Audit Standards (PSIAS) and the Accounts and Audit Regulations 2015. In particular:-
 - Include an independent opinion on the overall adequacy and effectiveness of the Council's governance, risk and control framework and therefore the extent to which the Council can rely on it;
 - Inform how the plan was discharged and the overall outcomes of the work undertaken that supports the opinion;

- A statement on conformance with the PSIAS and the results of the internal audit quality assurance and improvement programme (QAIP);
- Draw attention to any issues particularly relevant to the Annual Governance Statement.

Annual Opinion

2. For the twelve months ended 31 March 2017, based on the work we have undertaken and information from other sources of assurance, my opinion on the adequacy and effectiveness of West Lindsey's arrangements for governance, risk management and control is shown in **Figure 1**.

Page 28

Figure 1 – Head of Internal Audit Opinion



Performing Well – Some improvements identified over the Council's governance, risk and control framework or to manage medium risks across the Council

Performing Well – No concerns that significantly affect the risk management framework and successful delivery of the Council priorities

Performing Well – Some improvements identified over the Council's control framework or to manage medium risks across the Council

Performing Well – No concerns that significantly affect the governance, risk and control framework and successful delivery of the Council priorities

How we came to our opinion

Governance

3. Good Governance can mean different things to people – in the public sector it means:

"Achieving the Intended Outcomes While Acting in the Public Interest at all Times"

4. It is comprised of systems, processes and culture and values, by which the Council is directed and controlled and through which they account to, engage with, and where appropriate, lead their communities.

5. Each year the Council is required to reflect on how its governance arrangements have worked – identifying any significant¹ governance issues that it feels should be drawn to the attention of the public – in the interests of accountability and transparency. Significant governance issues identified by the Council in the 2017 draft statement are:

- Implementation of General Data Protection Regulations
- Political Governance – to maintain and re-inforce the current high standards across all levels of democratic governance within West Lindsey
- Partnerships – to critically evaluate and maintain the effectiveness of the Council's key strategic partnerships
- Value for Money – to complete value for money assessments across service areas and develop appropriate improvement plans to achieve greater value for money

6. The Governance and Audit Committee helps to ensure that these arrangements are working effectively. They regularly review the governance framework and consider the draft and final versions of the Annual Governance Statement.

7. In April 2016, CIPFA / SOLACE published an updated 'Delivering Good Governance in Local Government – Framework and Guidance'. This sets out the latest good practice operating in the current public sector environment. It defines seven core principals by which a Council can test out their governance arrangements. In February 2017 the Council reviewed and assessed its arrangements and confirmed that the Council conforms with the Framework – with governance arrangements in place that are up to date and relevant to the environment it operates in.
8. It is crucial to the Council's success that its governance arrangements are applied in a way that demonstrates the spirit and ethos of good governance – this cannot be achieved by rules and procedures alone – the Council is expected to have a culture that places the public and integrity at the heart of its business. One key area of the new governance guidance is demonstrating the 'ethical mind set' in how decisions are made.
9. The draft Annual Governance Statement has identified an area of oversight around 'political governance' and the internal audit plan for 2017/18 includes an 'Ethical Audit' – looking below the surface and seeing how these arrangements work in practice.
10. During 2016/17 major focus has been placed on refining business processes to identify sustainable efficiencies and service improvements – with a number of restructures taking place. Unsurprisingly this has had an impact on the Council's governance arrangements – with the assurance arrangements identifying 'capacity to deliver key projects' and 'resilience' as key risks. The Council continues to operate effectively in the challenging and complex public sector environment
11. Taking the above information into account we have assessed the governance framework as **Green / Amber** - performing well.

¹ Significance = The relative importance of a matter within the context in which it is being considered, including quantitative and qualitative factors, such as magnitude, nature, effect, relevance and impact.

Risk and Internal Control

12. We took account of the outcome of our internal audit work during the year. We are pleased to report that no areas 'low' assurance opinions were given during the year.
13. Our work identified two areas where we gave a 'limited' assurance opinion on an activity. These are:
 - **Progress and Delivery** – we recommended improvements around polices, performance reporting processes and peoples understanding of requirements.
 - **Payment Card Industry Data Security Standards** – recommended improvements to ensure compliance.

Combined Status Report

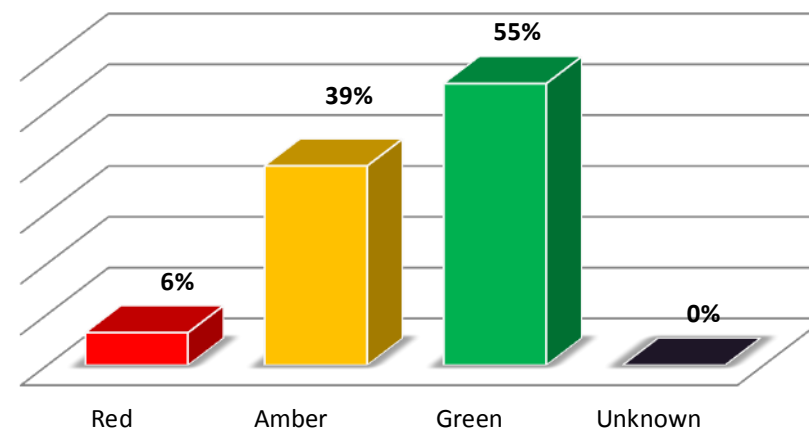
14. The Council produced its Combined Assurance report in March 2017. **Figure 2** provides the summary of the overall assurance status on the Council's critical activities.¹ Overall it shows a satisfactory level of assurance - giving predominately a medium (amber) or high (green) level of assurance. There were no assurance gaps. This shows good assurance arrangements – reducing the likelihood of unknown risks / surprises occurring.
15. The assurance report has highlighted some areas where the Corporate Leadership Team is maintaining a 'watching' brief over emerging risks. These relate to:
 - **People** – capacity to deliver a challenging growth and innovative programme of projects, and;

¹ Those identified by senior management as having significant impact on the successful delivery of Council priorities or whose failure could result in significant damage to reputation, financial loss or

- **Resilience** – the annual staff survey highlighted the need for management development - balancing operational delivery with management responsibilities.

Figure 2 – Overall Assurance Status on Critical Activities

Overall Assurance Status 2016/17



16. Review of the Council's risk register also identified a high risk around Information Governance – linked to Cyber Security, data loss and business continuity. Management actions are in place or in progress to manage this risk.
17. Taking all of the above information into account we have assessed the internal control environment as **Green / Amber** - performing well.

Risk Management

18. There is an established framework in place for the Council to manage the key risks facing services and successful delivery of priorities with regular reporting to management and members.
19. The Governance and Audit Committee continues to receive regular updates on how the Council manages its risks.
20. We benchmarked the Council's current risk management arrangements. Our assessment has been based on our knowledge of West Lindsey's risk management arrangements and accepted good practice.
21. Our overall assessment is that the Council has reached Level 3 in terms of risk management maturity – with many areas reaching Level 4.

Page 31

Level 3 - Working	Risk management is working for the organisation
Level 4 - Embedded & working	Risk management is embedded and integrated within the organisation

22. On this basis we have assessed risk management as **Green** – performing well.

Financial Control

23. Our work provides an important assurance element to support the External Auditor's opinion on the Council's Statement of Accounts. During the year we reviewed:
 - Key policies and procedures
 - Pensions
 - Debtors
 - Benefits
24. The Council has good financial management processes in place – that generally work well. We are pleased to report that we were able to provide 'substantial' assurances opinions on the areas we reviewed. On this basis we have assessed financial control as **Green** – performing well.
25. Since completing our audit plan for 2016/17 we have become aware of an instance where procurement processes have not been fully complied with. This relates to the recruitment and contract management of a consultant without following contract procedure rules. Our internal audit plan for 2017/18 will be following this transaction up in more depth to ensure that the issue is not systematic.

Roles and Responsibilities

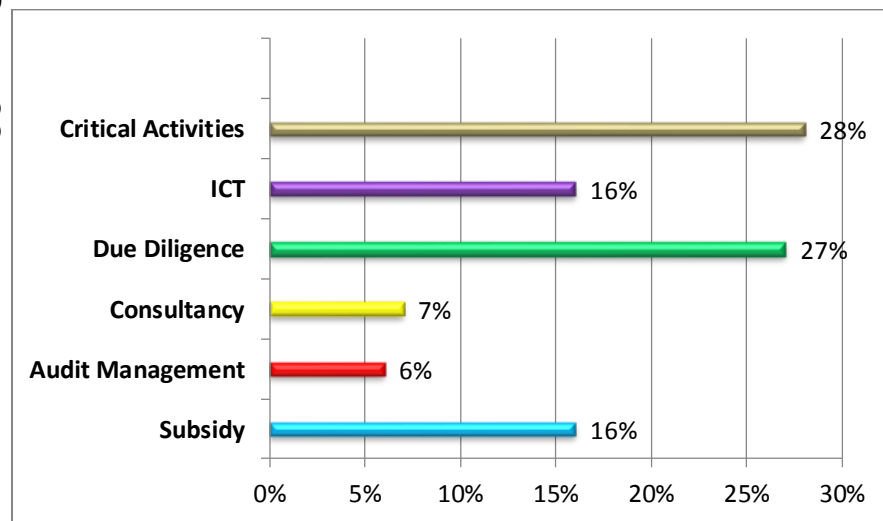
26. The Council is responsible for establishing and maintaining risk management processes, control systems and governance arrangements. Internal Audit plays a vital role in providing *independent risk based and objective assurance and insight* on how these arrangements are working. Internal Audit forms part of the Council's assurance framework.
27. Where Internal Audit work has identified improvements, we have worked with management to agree appropriate corrective actions and a timescale for improvement. It is the responsibility of management to implement the agreed actions.
28. We are pleased to report that management have implemented all of the recommendations due for reports issued during 2016/17.
29. The Council is responsible for developing and publishing an Annual Governance Statement – reporting how they have monitored the effectiveness of their governance arrangements during the year – providing information on any significant governance issues.
30. The Annual Internal Audit Report should inform the Annual Governance Statement - we recommend that the following areas be considered for inclusion:
- People - maintaining resilience and capacity
 - Information Governance – Cyber Security and Business Continuity

Scope of Work

31. Our risk based internal audit plan was prepared taking into account the critical activities and key risks to support the basis of my annual opinion. It has remained flexible to enable us to respond to emerging risks and maintain effective focus.
32. The Governance and Audit Committee approved the 2016/17 original audit plan of 200 days on the 17th March 2016. We have delivered 140 days (including housing benefit subsidy) compared to the revised plan of 160 days (approved by the Governance and Audit Committee on the 17th January 2017) and 17 review areas – **88%** of the revised plan by the end of the year. **Figure 3** shows the audit areas we covered during the year.

Figure 3 – Audit Areas covered in 2016/17 Plan

Page 33



Restrictions on Scope / Changes to plan

33. It has been a challenging year to schedule some audits - resulting in a reduction of coverage by 20%.
34. The key changes to the plan were:

Development Management (15 days) – this audit was originally planned to be undertaken in 2015/16. There has been a number of reasons why the audit has been deferred – namely, a peer review was undertaken and management improvement actions were identified and new management arrangements put in place during 2016. I can confirm that the audit has commenced in May 2017.

Transformation (10 days) – this audit was originally planned for 2015/16 when we undertook some preliminary scoping work. This audit has been postponed at the request of management due to changes being implemented in the governance arrangements. We will be reviewing the aims and effectiveness of the Entrepreneurial Board as part of the 2017/18 internal audit plan.

Contingency (15 days) – unallocated.

35. We have been working with the Director of Resources to address the problems we have faced in scheduling our work plans. All audits for 2017 / 18 have been scheduled. The clearance of terms of reference and audit reports through the Corporate Leadership Team has improved. The Governance and Audit Committee will also seek explanations as to the reason and rationale for any changes to the approved plan. These steps seek to improve the audit process and should ensure that the plan is delivered as agreed.
36. I do not consider these changes to have had an adverse effect on the delivery of my overall opinion but it has impacted upon my ability to provide the Council with independent assurance over some of its key risks and critical business systems.
37. We have not experienced any impairment to our independence or objectivity during the conduct and delivery of the Internal Audit Plan.

38. The charts in **Figure 4** shows the assurance opinions given in 2016/17 compared to those in 2015/16. Our audit plan includes different activities each year – it is therefore not unexpected that these vary; however, the assurance levels do give an insight on the application of the Council's control environment. We can see that overall assurance levels have remained broadly the same during 2016/17. The detail of audit reviews completed during 2016/17 is shown in Appendix 1.
39. The charts in **Figure 5** show the comparison of internal audit recommendations made 2015/16 and 2016/17. Details of systems reviewed can be found in Appendix 1.
40. We track the implementation of agreed management actions. Over the past year management have implemented 100% of recommendations due by the 31st March 2017. Details of outstanding recommendations are shown in Appendix 2 - .

Figure 4 – Comparison of Assurances

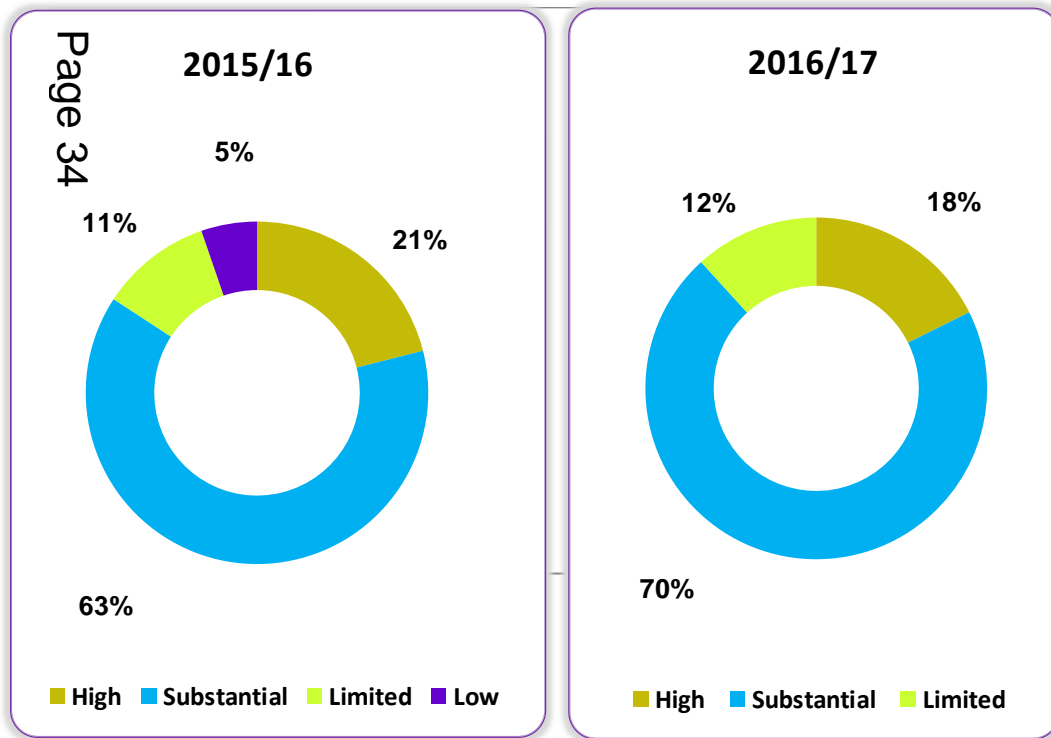
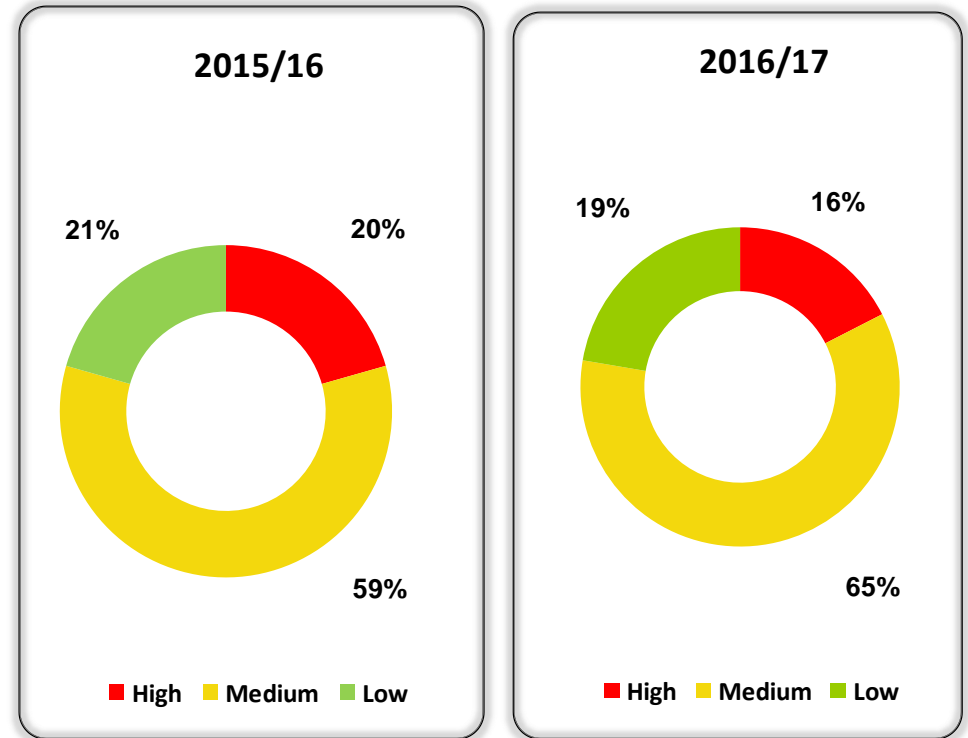


Figure 5 – Recommendations Made by Priority



Other Significant Work

Governance Training Workshop

41. We provided Governance training and awareness to the Senior Leadership Team in July 2016.. The aim of the workshop was to highlight the importance of good governance and through discussion and reviews of key supporting documents obtain management feedback on how to maintain and improve the governance structure of the Council.

Counter Fraud

42. Assurance Lincolnshire co-ordinates the Lincolnshire Counter Fraud Partnership whose key aim is to 'Fight Fraud Locally' and co-ordinate counter fraud resources effectively.

43. We undertook a 'health check' on the Council's counter fraud arrangements. The outcome of this work showed that the Council has established a policy framework that promotes a 'zero tolerance' to fraud. A number of improvements were suggested around raising awareness, updating policies in light of recent guidance and reviewing the adequacy of resources.

Delivery of internal audit plan 2016/17

44. Internal Audit's performance is measured against a range of indicators. The table in Figure 6 shows our performance on key indicators at the end of the year. We are pleased to report a good level of achievement against the added value of our work - with client feedback on being 'excellent'. A key improvement area remains around the delivery of the audit schedule and the clearance of reports.

44. We will continue to work Senior Management to help improve the audit process – including:

- engagement and agreement of the audit schedule
- clearance of audit reports through the Corporate Leadership Team
- swift escalation of issues affecting progress and delivery eg resources and access to information

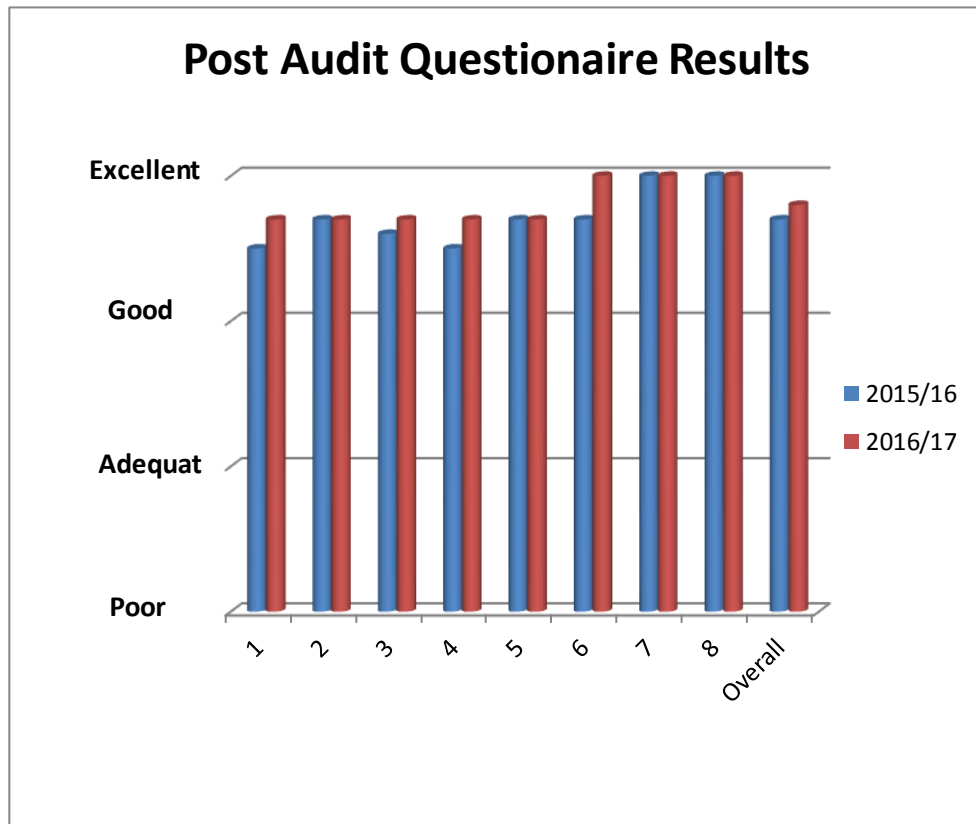
Figure 6 Performance on key indicators

Performance Indicator	Target	Actual @ 30 th April 2017
Percentage of plan completed.	100%	88%
Percentage of key financial	100%	66%
Percentage of recommendations agreed.	100%	100%
Percentage of recommendations due implemented.	100% or escalated	100%
Timescales: Draft report issued within 10 working days of completing audit	100%	77% - 7 out of 9
Final report issued within 5 working days of closure meeting / receipt of management responses.	100%	100% - 9 out of 9
Period taken to complete audit within 2 months from fieldwork	80%	55% - 5 out of 9
Client Feedback on Audit	Good to Excellent	Excellent

Effectiveness of Internal Audit

45. We regularly canvass opinions on audit planning, report and communication from management responsible for activities under review. They score the effectiveness of our service as excellent, good, adequate or poor.

Figure 7 – Client feedback



46. The table in Figure 7 outlines the responses by management on our service. For 2016/17 there was a 75% return rate of the questionnaire – with an overall average rating for the service of excellent.

Questions:

Audit Planning

1. Consultation on audit coverage
2. Fulfilment of scope and objectives

Audit Report

3. Quality of report
4. Accuracy of findings
5. Value of report

Communication

6. Feedback during the audit
7. Helpfulness of auditor (s)
8. Prompt delivery of report

Quality Assurance

47. We recognise the importance of meeting customer expectations as well as conforming to the UK Public Sector Internal Audit Standards (PSIAS). We continually focus on delivering high quality audit to our clients – seeking opportunities to improve where we can.
48. Our commitment to quality begins with ensuring that we recruit develop and assign appropriately skilled and experienced people to undertake your audits.
49. Our audit practice includes ongoing quality reviews for all our assignments. These reviews examine all areas of the work undertaken, from initial planning through to completion and reporting. Key targets have been specified - that the assignment has been completed on time, within budget and to the required quality standard.
50. Our Quality Assurance Framework (**Appendix 3**) includes all aspects of the Internal Audit Activity – including governance, professional practice and communication. We are able to evidence the quality of our audits through performance and delivery of audits, feedback from our clients and an annual self-assessment.
51. There is a financial commitment for training and developing staff. Training provision is continually reviewed through the appraisal process and regular one to one meetings. A training programme has been developed to ensure that staff are kept up to date with the latest technical / professional information and to ensure that they are equipped with the appropriate skills to perform their role.
52. Assurance Lincolnshire conforms to the UK Public Sector Internal Audit Standards. An External Quality Assessment was undertaken in September 2016. No areas of non-compliance with the standards that would affect the overall scope or operation of the internal audit activity was identified. One area of partial non-compliance on the lack of a specific audit of ethics and values was identified. This area has been included in the 2017/18 plan.
53. Our quality assurance framework helps us maintain a continuous improvement plan, which includes the following:
- Update Internal Audit Charter and practice manual following revision of PSIAS in April 2017
 - Undertake planned Ethical Audits at each client
 - Working with management improve progress and delivery monitoring / audit scheduling
 - Continuing professional development around new and emerging practice guidance.
- A copy of the detailed action plan can be found in **Appendix 4**.
54. Although internal and external auditors carry out their work different objectives in mind, many of the processes are similar and it is good professional practice that they should work together closely. Wherever possible, External Audit will place reliance and assurance upon internal audit work where it is appropriate.

Audit Area	Assurance	Total Recs	High	Medium	Low
Housing Benefit Subsidy	Not Applicable	Completed			
Combined Assurance	Not applicable	Status report issued March 2017			
Commercial Strategy and Plan	Consultancy	Report issued 2016/17			
Key Control Pensions	WIP - Substantial	3	0	2	1
Key Control Debtors	WIP - Substantial	2	0	1	1
Key Control Benefits	WIP - Substantial	3	0	3	0
NNDR	High Assurance	0	0	0	0
Growth	Substantial	5	0	5	0
Risk Management	Substantial	7	0	6	1
Progress & Delivery	Limited	6	2	4	0
ICT PCI DSS	Limited	8	2	6	0
Incident Management Follow Up	Substantial	6	3	2	1
Housing Benefit Subsidy Testing	Substantial	1	0	1	0
Key Policies and Procedures	Substantial	12	0	5	7
ICT System Flare	WIP - Substantial	6	0	6	0
Intelligent Client	WIP - Substantial	3	2	0	1
Project Management	WIP - Substantial				
Overall Total		62	9	41	12
Due by 31 March 2016		15	0	6	12
Due after 31 March 2015		47	9	35	0

Appendix 2 – Outstanding Recommendations

Data is for audits completed 2016/17 where recommendations were due to be implemented by 31.03.2017

Activity	Issue date	Assurance	Total Recommendations	Recommendations Implemented	Priority of Recommendations			Recommendations not Due
					High	Medium	Low	
*								
Overall Total			0	0	0	0	0	0

*The latest audit recommendations tracker report which ran up to the 31.03.2017 showed there were no overdue actions from 2016/17 audits.

This data is for previous years completed audits where recommendations were due to be implemented by 31.03.2017

Activity	Issue date	Assurance	Total Recommendations	Recommendations Implemented	Priority of Recommendations			Recommendations not Due
					High	Medium	Low	
Infrastructure	2012/13	Limited	15	14	1*	0	0	0
Overall Total			15	14	1	0	0	0

*Original date 31.12.2013 - Revised date 31.07.2016

Appendix 3 - Quality Assurance Framework

Page 40



Quality outcomes / process designed to deliver a consistently high quality audit service to our clients - fit for purpose / meet client expectations / conform to PSIAS



Quality improvement plan - HIA reporting to Audit Committee on the outcome of Quality Assurance – with improvement action plan and any significant non-conformance included in the Annual Report / Annual Governance Statement



Ongoing monitoring – quality built into the audit process
Quality checks and oversight are undertaken throughout the audit engagement ensuring that processes and practice are consistently applied and working well



Annual self-assessment

- Head of Internal Audit - develop & maintain Quality Assurance Improvement Programme (QAIP) & improvement action plan
- Focus on evaluating conformance with Internal Audit Charter, definition of Internal Audit, Code of Ethics & the Standards
- External Quality Assessment undertaking in September 2016 confirmed that our practice conforms to the Public Sector Internal audit Standards. .



Periodic quality assurance assessments

- Obtain periodic assurance that engagement planning, fieldwork conduct and reporting /communicating results adheres to audit practice standards
- Provide HIA with quarterly highlight reports on outcome of reviews



- Conduct all audit engagements in accordance with audit practice standards / PSIAS
- Behave at all times in accordance with the Code of Ethics / Code of Conduct
- Promote the standards and their use throughout the Internal Audit activity
- Commitment to delivering quality services



- Obtain on-going assurance that that engagement planning, fieldwork conduct and reporting /communicating results adheres to audit practice standards
- Undertake engagement supervision and review. The extent of supervision needed will depend on the proficiency and experience of the internal auditors and the complexity of the engagement.

Appendix 4 – Continuous Improvement Plan

Opportunities for Improvement		Actions	Timescale for tasks to be achieved	Person Responsible	Status
Governance					
1.	Ethical Audits	Complete phase 2 of the ethical audit at LCC	Phase 2 – March 2017	Head of Audit	Phase 2 – draft terms of reference to CMB November 2016 – scheduled May 2017
		Undertake governance audit at each client and discuss value and timing of an ethical audit – are the governance arrangements working well	March 2016 2016/17 audit plan	Head of Audit / Team leaders	Phase 1 completed at LCC – phase 2 scheduled.
2.	PSIAS	Regular practice discussions at team meetings – including: <ul style="list-style-type: none"> • Code of ethics • Audit process • Communicating results • Hot topic 	Ongoing	Management Team	Audit process covered through Pentana training
3.	Progress and Delivery Reporting	Improve in year reporting on the outcome of internal audit work and performance (as necessary)	Immediate	Head of Audit / Team Leaders	Progress reports will be shared with Management Teams
Practice					
4.	Practice notes	Review and update: <ul style="list-style-type: none"> • Charter • Audit Process • Health Check and VfM practice note 	September 2017	Head of Audit	Not Due

Page 41

Opportunities for Improvement		Actions	Timescale for tasks to be achieved	Person Responsible	Status
		– review and sign off			
Communication					
5.	Contemporary reporting	Improve timescales for delivery of audit and investigations from time fieldwork commences to issue of draft and final reports	Monitored through progress reports	Team Leaders	Revised targets and scheduling approaches agreed. An area where a watching brief is required.
6.	LCC only Managing client relationship	Take the opportunity given by the Senior Management restructure to rebuild relationship with IT service manager.	November 2016	Head of Audit	In progress

Page 42

Appendix 4 – Continuous Improvement Plan

Continuing Professional Development (Service / Team)				
	Area / Activity	Outcome	Date Planned	Status
I.	IT Audit Awareness / Training General	Greater understanding of Computer Aided Auditing Techniques – benefits and use in determining testing strategies / analysing data	October 2017	Further guidance on CAAT's required after IdEA upgrade
II.	Internal Audit Update: <ul style="list-style-type: none"> • Horizon Scanning • Practice updates 		CIPFA Audit Conference – May 2017 CIPFA Audit Update – November 2017 Team briefings: <ul style="list-style-type: none"> • PSIAS 2017 • Ethical Audits • Thinking about Risk • Added Value and Insight • Good Governance – 2016 • Effective Audit Committees • Counter Fraud • Improving customer experience / the politics of Internal Audit 	Scheduled throughout the year

Page 43

Appendix 5 - Glossary of Terms

<p>High</p>	<p>Our critical review or assessment on the activity gives us a high level of confidence on service delivery arrangements, management of risks, and the operation of controls and / or performance.</p> <p>The risk of the activity not achieving its objectives or outcomes is low. Controls have been evaluated as adequate, appropriate and are operating effectively.</p>
<p>Substantial</p>	<p>Our critical review or assessment on the activity gives us a substantial level of confidence (assurance) on service delivery arrangements, management of risks, and operation of controls and / or performance.</p> <p>There are some improvements needed in the application of controls to manage risks. However, the controls have been evaluated as adequate, appropriate and operating sufficiently so that the risk of the activity not achieving its objectives is medium to low.</p>
<p>Limited</p>	<p>Our critical review or assessment on the activity gives us a limited level of confidence (assurance) on service delivery arrangements, management of risks, and operation of controls and / or performance. The controls to manage the key risks were found not always to be operating or are inadequate. Therefore, the controls evaluated are unlikely to give a reasonable level of confidence (assurance) that the risks are being managed effectively. It is unlikely that the activity will achieve its objectives.</p>
<p>Low</p>	<p>Our critical review or assessment on the activity identified significant concerns on service delivery arrangements, management of risks, and operation of controls and / or performance.</p> <p>There are either gaps in the control framework managing the key risks or the controls have been evaluated as not adequate, appropriate or are not being effectively operated. Therefore the risk of the activity not achieving its objectives is high.</p>

Page 44

Assurance Definitions Significance

The relative importance of a matter within the context in which it is being considered, including quantitative and qualitative factors, such as magnitude, nature, effect, relevance and impact. Professional judgment assists internal auditors when evaluating the significance of matters within the context of the relevant objectives.

Head of Internal Audit Annual Opinion

The rating, conclusion and/or other description of results provided by the Head of Internal Audit addressing, at a broad level, governance, risk management and/or control processes of the organisation. An overall opinion is the professional judgement of the Head of Internal Audit based on the results of a number of individual engagements and other activities for a specific time interval.

Governance

Comprises the arrangements (including political, economic, social, environmental, administrative, legal and other arrangements) put in place to ensure that the outcomes for intended stakeholders are defined and achieved.

Risk

The possibility of an event occurring that will have an impact on the achievement of objectives. Risk is measured in terms of impact and likelihood.

Control

Any action taken by management, the board and other parties to manage risk and increase the likelihood that established objectives and goals will be achieved. Management - plans, organises and directs the performance of sufficient actions to provide reasonable assurance that objectives and goals will be achieved.



Governance & Audit Committee
20th June 2017

Subject: Draft Annual Governance Statement 2016/17

Report by:

Director of Resources – Ian Knowles

Contact Officer:

Ian Knowles

Purpose / Summary:

To present to Members the draft Annual Governance Statement for 2016/17

RECOMMENDATION(S): That Members provide feedback on the draft Annual Governance Statement to feed into the final statement for approval at the July meeting of the Governance & Audit Committee

IMPLICATIONS

Legal: The Annual Governance Statement must comply with the Accounts and Audit (England) Regulations 2011

Financial: FIN/27/18

Staffing: None

Equality and Diversity including Human Rights: None

Risk Assessment: Risk management arrangements are part of corporate governance and issues raised under these arrangements have been included in the Annual Governance Statement

Climate Related Risks and Opportunities: None

Title and Location of any Background Papers used in the preparation of this report:

Call in and Urgency:

Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman) **Yes** **No**

Key Decision:

A matter which affects two or more wards, or has significant financial implications **Yes** **No**

1. Background

1.1 The Annual Governance Statement is a formal statement under the Accounts and Audit (England) Regulations 2011, which details the Council's governance arrangements and issues for the previous year as an annual report of governance.

1.2 The system of corporate governance is the way in which we direct and control our services and functions to ensure that we make the best use of all resources.

1.3 Assurance of governance arrangements involves a process to test the framework and to gain confidence that it is operating as intended and that we are, "doing the right things, in the right way, for the right people in an open, honest, inclusive and timely manner."

1.4 The Council is required to produce an Annual Governance Statement for approval by 30th September 2017 to accompany the Council's Statement of Accounts.

1.5 The Annual Governance Statement includes a summary of the governance framework and identifies those areas where further action is required to achieve full assurance.

2 Developing the Annual Governance Statement

2.1 Sources of information used to develop the Statement include:

- The development of the framework itself
- The Combined Assurance Report 2016/17
- Internal Audit Annual Report
- Internal Audit "limited assurance" reports
- The management of strategic and service risks
- External Audit Annual Audit Letter
- Complaints and lessons learnt
- Consultation results
- Ombudsman investigations
- Corporate functions assurance statements – Legal, Health & Safety, ICT, Procurement
- Service Managers – any service or performance issues, including signed assurance that the internal control and governance assurance framework has been upheld, covering:
 - Review of key controls
 - Budget setting and allocation of resources
 - Performance management
 - Risk management
 - Financial and legal implications

3 The Framework

3.1 The Governance Framework follows the seven principles of good governance as set out in CIPFA's "Delivering Good Governance in Local Government Framework (2016 edition)" and is formed by the systems and

processes, standards, policies and activities through which it accounts to, engages with and leads the community.

3.2 Under each of the principles we have identified improvements that have taken place during the year, activity to support the principle, any significant issues and actions that will be undertaken to address any issues or to develop the principles further.

4. Draft Annual Governance Statement 2016/17

4.1 The draft version is available for review at Appendix One. Members are asked to review its content and offer feedback to inform the production of a final version.

4.2 The draft is awaiting updates to a number of annual reports which will be presented to Members in the coming weeks. Once these have been concluded, the relevant links will be provided within the Statement.

5. Issues Deemed Closed

5.1 The issues which were identified as matters to be addressed via the AGS Action Plan 2015/16 and are now deemed to be completed are detailed below. Members are asked to review and determine whether they are satisfied that sufficient progress has been made to warrant completion.

- I. **Strategic & Spatial Planning** – upon completion of the Local Plan and in light of the Greater Lincolnshire focus on strategic and spatial planning, we need to ensure West Lindsey’s growth needs and strategic planning duties are understood and addressed to include duty to co-operate with all relevant strategic planning areas including all Nottinghamshire authorities
- II. **Development Management** - to ensure issues relating to capacity; performance and customer care are addressed and sustainable improvements are realised
- III. **Strategic Programme Delivery** - an extensive capital programme has been agreed and we therefore need to ensure that robust and appropriate governance arrangements are implemented to oversee its delivery and financial management governance and other strategic considerations e.g. stakeholder engagement are adequate to support complex change
- IV. **Information Governance & Security** – to ensure that appropriate controls and policies are in place to provide on-going mitigation for the Council against the risk of cyber-crime and/or leakage of data and information
- V. **Intelligent Clienting** – to address the recognised issues across the CBL partnership and develop improved processes for customers and to review similar areas where good practice exists and apply learning to similar circumstances across the organization
- VI. **Selective Licensing** - to review the implementation, monitoring and initial performance of the selective licensing project in the Gainsborough South West Ward

6. Issues to be Addressed

6.1 At this stage of development of the Annual Governance Statement, a number of issues have been identified (as a result of scrutiny of the items listed at point 2.1 above) that are a potential cause for concern and therefore are proposed to form the Action Plan for the 2016/17. The issues for consideration are:

1. **Implementation of General Data Protection Regulations** – to ensure compliance with new regulations coming into force on 25th May 2018, which aim to increase cyber-security and the protection of data
2. **Political Governance** – to maintain and re-inforce the current high standards of behaviour across all levels of democratic governance within West Lindsey
3. **Partnerships** – to critically evaluate and maintain the effectiveness of the Council's key strategic partnerships
4. **Value for Money** – to complete value for money assessments across service areas and develop appropriate improvement plans to achieve greater value for money and increased productivity; wider usage of benchmarking and the creation of a value for money culture
5. **Delivery of Key Commercial and Community Based Projects** – to deliver at the required pace, key projects in support of the Corporate Plan which deliver benefits for the whole of the District
6. **Resilience and Capacity** – to balance the Council's capacity to deliver ambitious programmes with the operational and management responsibilities placed on staff
7. **Development Management** – (rationale to be provided by Chair)

6.2 Members are asked to review this list and advise as to whether they are in agreement with its contents or whether it requires amendment at this stage.

7. Next Steps

7.1 In draft form the Annual Governance Statement has been issued to both Internal and External Audit for review and comment. The results of this have helped to inform this version of the draft Statement; in particular the identification of any additional issues to be addressed via the Action Plan for 2016/17. Any further feedback will be used to inform the production of the final version of the Statement and the inclusion of any additional matters to be addressed via the Action Plan for 2016/17.

7.2 Once a definitive set of issues has been determined, an Action Plan will be worked on and will accompany the final version of the Annual Governance Statement 2016/17 for submission to the Governance and Audit Committee on 25th July 2017.

This page is intentionally left blank

WEST LINDSEY DISTRICT COUNCIL

Annual Governance Statement 2016/17



SCOPE OF RESPONSIBILITY

West Lindsey District Council is responsible for ensuring that its business is conducted in accordance with the law and proper accounting standards, and that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. West Lindsey District Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, West Lindsey District Council has put in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, and which includes arrangements for the management of risk.

During 2016/17, West Lindsey District Council reviewed its code of corporate governance. This has ensured consistency with the principles set out in new guidance provided by CIPFA/SOLACE in 2016 in their Delivering Good Governance in Local Government Framework. The purpose of the Framework is to assist local government to take responsibility for developing and shaping an informed approach to governance, aimed at achieving the highest standards in a measured and proportionate way. A copy of the authority's framework is on the Council's website contained within the [Codes and Protocols](#) section of The Constitution.

This Annual Governance Statement explains how West Lindsey District Council has complied with the code and also meets the requirements of Accounts and Audit (England) Regulations 2015, regulations 4(3) and 4(4), which requires all relevant bodies to prepare and publish an annual governance statement.

THE PURPOSE OF THE GOVERNANCE FRAMEWORK

The governance framework comprises the systems and processes, culture and values by which the authority is directed and controlled and its activities through which it accounts to, engages with and leads its communities. It enables the authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate services that are value for money. The framework has been reviewed during the year and is deemed to be relevant and robust.

The system of internal control is an important part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of

West Lindsey District Council's policies, aims and objectives, to evaluate the likelihood and potential impact of those risks being realised and to manage them efficiently, effectively and economically.

The governance framework has been in place at West Lindsey District Council for the year ended 31st March 2017 and up to the date of approval of the statement of accounts at a meeting of the Governance and Audit Committee on xxxxxx.

THE GOVERNANCE FRAMEWORK AND REVIEW OF EFFECTIVENESS

The Governance Framework is presented in detail at Appendix One with commentary about improvements made during the year and improvements still required. Some of the key features of the Governance Framework are set out below.

The Corporate Plan (2016-2020) sets out the Council's vision for the District and sets out the key strategic objectives which will deliver these outcomes for our communities. The Corporate Plan is explicitly aligned to the Medium Term Financial Plan, ensuring that the aspirations in the Plan are realistic within the context of the funding constraints placed on the Council. Progress against the priorities detailed within the Corporate Plan is reported annually and the on-going relevance of the Plan is reviewed annually and takes into account feedback from surveys conducted with the citizens of West Lindsey.

The Constitution of West Lindsey District Council establishes the roles and responsibilities of the Full Council, Policy Committees, scrutiny and officer functions, with clear delegation arrangements and protocols for effective communication in respect of the authority and partnership arrangements. The Constitution is reviewed annually to ensure it continues to be fit for purpose.

The Constitution also contains rules of procedures (standing orders and financial regulations) that define clearly how decisions are taken and where authority lies for decisions. The statutory roles of Head of the Paid Service, Monitoring Officer and Chief Financial Officer are described together with their contributions to provide robust assurance on governance and to ensure that expenditure is lawful and in line with approved budgets and procedures. The influence and oversight exerted by these posts is backed by the post-holders' membership of the Governance & Corporate Leadership Team.

West Lindsey District Council has developed, communicated and embedded codes of conduct, defining the standards of behaviour for both Members and staff. In addition, training needs are identified through development appraisals and reviews, enabling individuals to undertake their present roles effectively and have the opportunity to develop to meet their own and the Council's current and future needs.

West Lindsey District 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 is informed by:

- 1. The Combined Assurance Report – made up from:**
 - a) Feedback from senior managers within the Authority who have responsibility for the development and maintenance of the governance environment and its effectiveness within their areas
 - b) An independent review by the Corporate Governance Team
 - c) The findings of the Annual Audit Work Plan
 - d) Third Party assessment e.g. peer review
- 2. The Annual Review of Comments, Compliments and Complaints**
- 3. The Annual Review of The Constitution**
- 4. The Annual Review of the Effectiveness of Internal Audit**
- 5. The Annual Review of Whistleblowing**
- 6. The Annual Review of Fraud**
- 7. The Head of Internal Audit’s Annual Report**
- 8. Comments made by the external auditors and other review agencies and inspectorates**

These reviews have been considered by the Governance and Audit Committee as well as a draft version of this governance statement. As a result the arrangements are deemed as being fit for purpose.

The areas already addressed and those to be specifically addressed via an action plan to be developed in the coming year are outlined below.

SIGNIFICANT GOVERNANCE ISSUES

Over the last year the Council has consolidated its progress made over previous years in further strengthening its corporate governance arrangements and procedures and to consistently communicate the message across the organisation that governance is an essential component of corporate activity. This work has been recognised by the Head of Internal Audit. In providing her annual opinion she has assessed the key components of our overall governance framework as performing well.

Component	Opinion
Governance	Performing Well - Some improvements identified over the Council’s governance, risk and control framework or to manage medium risks across the Council
Risk	Performing Well – No concerns that significantly affect the risk management framework and successful delivery of Council priorities
Internal Control	Performing Well – Some improvements identified over the Council’s control framework or to manage medium risks across the Council
Financial Control	Performing Well - No concerns that significantly affect the risk management framework and successful delivery of Council priorities

To enhance capacity and capability across the Council a review of staffing vacancies

has been undertaken resulting in appointments to key areas to support both operational and programme delivery. Where appropriate, expert subject matter advice has been externally sourced to provide expertise and objective thinking in support of a number of the Council's key projects.

We also continue to review and refresh where appropriate the main processes which constitute the Council's performance and governance framework. This includes considerations relating to project management, partnership arrangements, risk management and contract management. We aim to provide clear guidance and support and regularly undertake workshops with staff to ensure that procedures are fully understood and are routinely applied. Significant work has also been undertaken to review the Council's Programme Board structure to provide appropriate support and scrutiny in relation to project development and to realise effective delivery.

Considerable attention has been paid to ensure governance arrangements to support the Council's growth agenda are fit for purpose. This is a fast-paced and highly technical area. The Council has worked closely with a combination of colleagues from Lincolnshire Procurement and Lincolnshire Legal Shared Services, in addition to sourcing relevant external professional advice to review particular proposals and help steer decision making.

Training for staff and Members has also taken place as have workshop sessions and regular feedback to Members and the Governance Corporate Leadership Team (GCLT) on governance related matters. A comprehensive, well attended and well received induction programme was held for Members following the May 2015 elections and on-going training as been provided for them since that time. This provides a sound footing from which Members can continue to develop into their roles.

A refresh of measures to be incorporated into the Council's Progress and Delivery reporting has been undertaken to ensure that we report against meaningful aspects of service delivery and also track and record progress against the ambitions detailed within the Council's Corporate Plan.

During 2016/17 West Lindsey District Council has also regularly reviewed progress against the significant issues identified in the previous year's AGS (2015/16). Quarterly update reports have been presented to the Governance and Audit Committee. Issues that have been sufficiently progressed and so are now removed from the AGS (2015/16) action plan are:

1. **Strategic & Spatial Planning** – upon completion of the Local Plan and in light of the Greater Lincolnshire focus on strategic and spatial planning, we need to ensure West Lindsey's growth needs and strategic planning duties are understood and addressed to include duty to co-operate with all relevant strategic planning areas including all Nottinghamshire authorities
2. **Development Management** - to ensure issues relating to capacity; performance and customer care are addressed and sustainable improvements are realised
3. **Strategic Programme Delivery** - an extensive capital programme has been agreed and we therefore need to ensure that robust and appropriate

governance arrangements are implemented to oversee its delivery and financial management governance and other strategic considerations e.g. stakeholder engagement are adequate to support complex change

4. **Information Governance & Security** – to ensure that appropriate controls and polices are in place to provide on-going mitigation for the Council against the risk of cyber-crime and/or leakage of data and information
5. **Intelligent Clienting** – to address the recognised issues across the CBL partnership and develop improved processes for customers and to review similar areas where good practice exists and apply learning to similar circumstances across the organisation
6. **Selective Licensing** - to review the implementation, monitoring and initial performance of the selective licensing project in the Gainsborough South West Ward

SIGNIFICANT CURRENT ISSUES TO BE A FOCUS IN 2017/18.

For 2017/18, the Council will pay attention to a number of issues as described below and will continue to stress the message across the organisation that governance is a core component of corporate activity. Hence all officers are required to play a part in ensuring that our processes and systems are robust and adhered to. On-going 'testing' of our processes will be undertaken and we will continue to work in a collaborative manner with Internal and External Audit colleagues.


Those issues that have been identified as requiring particular attention during 2017/18 are reproduced below. These were identified by GCLT; via reference to Internal Audit opinion and through the work undertaken to complete the Council's Combined Assurance Report for 2016/17. Progress will be made in 2017/18, monitored and driven forward by GCLT and the Governance and Audit Committee in conjunction with the Challenge and Improvement Committee.

The significant issues identified are:


1. Implementation of General Data Protection Regulations – to ensure compliance with new regulations coming into force on 25th May 2018, which aim to increase cyber-security and the protection of data
2. Political Governance – to maintain and re-inforce the current high standards of behaviour across all levels of democratic governance within West Lindsey
3. Partnerships – to critically evaluate and maintain the effectiveness of the Council's key strategic partnerships
4. Value for Money – to complete value for money assessments across service areas and develop appropriate improvement plans to achieve greater value for money and increased productivity; wider usage of benchmarking and the creation of a value for money culture
5. Delivery of key commercial and community based projects – to deliver at the required pace, key projects in support of the Corporate Plan which deliver benefits for the whole of the District.
6. Resilience and Capacity – to balance the Council's capacity to deliver ambitious programmes with the operational and management responsibilities placed on staff

7. Development Management -

We propose over the coming year to take steps to address the above matters via an action plan to further enhance our governance arrangements. 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. There have been no significant events or developments relating to the governance system between the year-end and the date on which the Statement of Accounts were signed by the responsible financial officer.

Signed  Date _____

Leader of the Council on behalf of West Lindsey District Council

Signed  Date _____

Chief Executive on behalf of West Lindsey District Council

APPENDIX 1 - THE GOVERNANCE FRAMEWORK & REVIEW OF EFFECTIVENESS

1. The Council's Vision

Objective: Developing, communicating, operationalising and reviewing the Council's vision.

This section incorporates information relating to:

- identifying and communicating the Council's vision
- reviewing the Council's vision and its implications for the Council's governance arrangements
- translating the vision into objectives for the Council and its partnerships

To help identify priorities, the Council analyses information from external sources, internal statistics, engagement events, working with partners and horizon scanning reports. It produces an annual State of the District Report for review by Members, the public and other stakeholders alike.

Priorities are tested further through public consultation with both the Citizen's Panel (an established representative group of approximately 1300 local residents) and residents more generally. This is supplemented by engagement with a range of businesses and third sector organisations and Member workshops, which build on the identified community priorities.

The Council, is currently working to its Corporate Plan (2016-2020) which was approved by Council in March 2016. The overall vision contains the following strategic priorities:

- Theme 1: Open for Business
- Theme 2: Asset Management
- Theme 3: People First
- Theme 4: Central Lincolnshire Local Plan
- Theme 5: Partnership/Devolution
- Theme 6: Excellent Value for Money Services

The Corporate Plan is explicitly linked to the Medium Term Financial Plan through to 2020.

The Council publishes its [Corporate Plan](#) on its website in accordance with requirements for transparency and making information available for local people. A review of progress against its objectives was carried out on its first anniversary and presented at Full Council to Members for review and endorsement. A summary publication detailing this has also been produced and shared with stakeholders and published on the Council's website.

The Council's Corporate Plan is delivered in the main through the Council's Entrepreneurial and Growth Boards. Each have clear terms of reference outlining responsibilities for delivery and each programme board delivery plan is further translated into business and service plans, team plans and personal actions (through the appraisal process), which contain specific key objectives, desired outcomes, responsibilities and targets. This ensures that the necessary resources, both staff and financial, are allocated to deliver the service plans and informs the Medium Term Financial Plan.

In addition to the Corporate Plan and MTFP, the Council has also published its Commercial Plan and the required deliverables. These three strategic documents complement one another and set the direction for the Council over the medium-term

The Council continues to operate in a challenging short and medium term financial environment. This challenge is not new to the Council and it has, since 2008, undertaken on-going reviews of its structures, services and income generating potential to achieve substantial savings. However, for the year ending 31st March 2017 the authority continued to operate within a challenging financial environment as a consequence of further cuts in government funding and local economic conditions, with the outlook for the coming years equally challenging (see [WLDC Budget Book 2016/17 to 2020/21](#)).

Within this context the priorities for the Financial Strategy are to maximise available resources through effective and efficient delivery of services and identify and drive innovative and commercial approaches to service delivery, resourcing and the use of our land and property assets. This remains important so as to achieve financial sustainability. The positive action taken by the Council to date means that it is relatively well placed to respond to these challenges. There are however further uncertain times ahead (despite indicators of economic recovery) and it is essential that the Council continues to take proactive and sustained action as without this the Council's financial position will not be sustainable in the longer term.

Budgets are controlled and monitored by Budget Managers who are supported by regular liaison meetings with the Council's accountants. Budget and performance monitoring is reported to Members and GCLT in the form of regular Budget Monitoring and Progress and Delivery Reports.

A robust process of monitoring and the taking of responsible actions in managing its budget ensures the Council remains in a good position to achieve the additional savings/income targets of approximately £2.5m by 2020/21 in a considered manner.

To ensure that staff possess the necessary financial knowledge and skills, the Council has been working through the delivery of a further programme of finance related training under the banner 'Finance Matters II'. This is intended to complement and enhance the previous training (Finance Matters) delivered to staff three years ago.

2. Measuring the Quality of Services

Objective: Measuring the quality of services for users, ensuring they are delivered in accordance with the authority's objectives and ensuring that they represent the best use of resources and value for money

Performance Management & Value for Money

During the year, the Council has monitored the effectiveness of the Progress and Delivery report in monitoring and reporting on performance, with the Challenge and Improvement Committee retaining oversight. A sub-group of the Committee has met once again to discuss the need for a refresh of measures for 2017/18 to ensure that progress against the achievement of corporate priorities can be tracked. We are keen to stress the message that any measures adopted should be able to help the Council learn and improve. The Chief Operating Officer (COO) is responsible for performance management and provides:

1. Quarterly Progress and Delivery reports to the policy committees and the scrutiny committee
2. Assurance that the reports provide quality and contextual data for Members

Individual performance is discussed via the appraisal system for employees, which continues to be monitored to ensure that it is applied consistently.

The Council has adhered to the transparency agenda by publishing spend over £250 on the Council's web site on a monthly basis and continues to meet the legal requirements to publish equality objectives which are included in the Corporate Plan.

Commissioning Partnerships

To achieve value for money and the best use of resources, the Council has adopted a positive approach to partnership working and has retained a number of shared working arrangements, mainly with North Kesteven District Council. Other key partnerships include Lincolnshire Legal Services, Procurement Lincolnshire and the creation of a formal statutory body to consider planning policy across Central Lincolnshire. Additionally, key contractual partnerships incorporating performance management aspects are in place for a range of services.

The Council's ambitious growth plans for the District are beginning to crystallise with the formation of a key strategic outcome focussed partnership (in the form of a joint venture) established to achieve regeneration in the retail sector in Gainsborough. Additional work is underway to secure a further development partner to focus on delivering comprehensive regeneration of Gainsborough town centre via the creation of a new town centre anchor, improved car parking and environmental improvements in addition to delivering the Council's brownfield/housing zone agenda. Both arrangements conspire to ensure that the Council can deliver the Central Lincolnshire Local Plan housing growth target. Further, the Council is engaged in a meaningful manner with partners from the business sector to promote West Lindsey in general and Gainsborough specifically, as a place to invest and grow.

Further examples of partnership working are provided by the work the Council has conducted with the Greater Lincolnshire Local Enterprise Partnership (GLLEP) and the Homes and Communities Agency (HCA). As the Council moves its growth plans into delivery, this has attracted significant support and funding from these bodies, providing revenue funds to continue the intensive planning and development work to support land assembly and provide significant capital for site acquisition, infrastructure and in effect "gap" funds to bridge viability gaps.

Significant work has been undertaken during 2016/17 to review the Council's partnership arrangements relating to Choice Based Lettings. The learning taken from this work will ensure that on-going review and oversight of the effectiveness and suitability of all key strategic partnership arrangements is a key concern of the Council. This will be an area of focus for the coming year. To initiate this work, GCLT have determined to identify relevant current partnership arrangements and objectively assess their appropriateness and also consider potential future arrangements that would be of benefit.

To ensure that the Council considers the appropriateness of partnership working prior to entering into arrangements, an ACoP is in place to offer guidance and workshops have been held with staff to discuss the topic. As stressed above, it is essential that officers involved in partnership working consider value for money by assessing the on-going importance of any partnership and its effectiveness in meeting intended outcomes.

Value for Money

Specific reference has been made to our approach to achieving value for money in both the Council's Corporate Plan and also the MTFP. Our approach received a positive outcome when audited by External Audit.

One of the Council's Corporate Plan priorities is the delivery of excellent, value for money services. To assist in achieving this goal, the Council has subscribed to a database of metrics which provide the ability to benchmark service related costs and performance, triangulated where possible with outcomes. Work has commenced to use this resource and produce value for money assessments across a range of services. These assessments will provide services with the basis for generating greater value for money via improvement plans. Over the short/medium term we

want to create a culture of value for money across all decision, building on evidence of benchmarking and the achievement of greater productivity.

Contract Management

Effective contract management is key to ensuring that value for money is achieved. Over the last two years the Council has taken steps to improve such matters and Internal Audit have recognised the improvements made, with the latest audit providing a substantial assurance rating. Close working during 2016/17 with Procurement Lincs across a number of key contracts (both renewals and new arrangements) have helped to further embed progress. Elements of contract management are reported via Progress and Delivery reporting. During 2017/18, plans are in place to move to a new contract management system; with training and communications key aspects of the implementation plan. The Council's Contract Procedure Rules and ACoP which supports contract management are both regularly reviewed.

Service Reviews

External reviews of service provision, structural arrangements and performance are key components in assessing the value for money of service delivery. During 2016/17 a review of enforcement related services was carried out to assess processes, structures and outcomes. This highlighted a number of areas for the Council to consider to improve the co-ordination and delivery of enforcement related functions.

Customer Feedback

The Council recognises the important role that customer feedback plays in assessing the quality and range of the services delivered. Public consultation plays an integral role in informing budget proposals. Customer satisfaction is an integral component of the Council's performance measurement metrics and an annual review of complaints is reported to GCLT, wider management and Members via a report to the Governance & Audit and the Challenge and Improvement Committees detailing the type and volumes of complaints and comparative analysis with previous years. Contextual information is also provided.

In addition, a pro-active stance is taken across a number of services in the form of customer satisfaction surveys. The consistent application of this across the Council is a key aim in support of effective performance management.

3. Roles, Responsibilities and Delegations

Objective: Defining and documenting the roles and responsibilities of the Full Council, Policy Committees, scrutiny and officer functions, with clear delegation arrangements and protocols for effective communication in respect of the authority and partnerships arrangements

The Council has an overview and scrutiny function and there is a clear split between policy and scrutiny. Overview and scrutiny contributes to the decision making process.

The Council's policy and decision-making process is defined in detail in The Constitution but can be summarised as follows:

- a) The Budget and Policy Framework is decided by Council and has significant links to the Corporate Plan
- b) The Corporate Policy and Resources Committee formulates policy, plans and strategies which do not form part of the Council's Policy Framework. They are responsible for the effective use of all council resources, whether land finances, property or personnel
- c) The Prosperous Communities Committee deals with economic development, leisure and cultural, environmental issues and community issues. They formulate policy, plans and strategies other than those identified for adoption by the Council or the Corporate Policy and Resources Committee
- d) The scrutiny function is provided by the Challenge and Improvement Committee which examines the activity of the policy committees to ensure they deliver Council policy and can call the policy committees to account for aspects of poor performance in areas under their jurisdiction
- e) The Challenge and Improvement Committee works to an individual work programme of matters to be considered for the year ahead and there is a monitoring role for the Committee to ensure delivery of the programme. Additionally the Committee invites and raises questions and discussion with strategic partners responsible for service delivery across the District
- f) The Challenge and Improvement Committee can also establish time limited groups to carry out in depth reviews
- g) Quasi-judicial matters such as Planning and Licensing are dealt with through separate Planning and Licensing Committees

The scheme of delegated and reserved powers is set out within The Constitution, including a formal schedule of those matters specifically reserved for collective decision of the Council, taking account of relevant legislation.

The Annual Council meeting each year considers a report from the Monitoring Officer which reviews The Constitution to ensure it remains robust and effective. This allows for appropriate amendments to be made.

There are protocols for effective communication which include:

- a) Member/Officer Relations Protocol
- b) Leaders Panel regularly meet with designated officers and Chief Officers
- c) Group Leaders meetings with Key Officers
- d) Chair's Briefs
- e) 'Call-in' protocol which enables a decision of the Policy Committees to be questioned by Scrutiny before it is finally approved

The Chief Executive and Leader have established a communication process and they have mechanisms in place to manage the delivery of objectives.

4. Standards of Behaviour

Objective: Developing, communicating and embedding codes of conduct, defining the standards of behavior for Members and staff

It is vital that there is a constructive working relationship between elected Members and Officers and that the respective roles are carried out to a high standard.

The Council's leadership is responsible for setting the tone for the organisation and it is tasked with creating a climate of openness, support and respect. A set of organisational behaviours and core values are in place and have been communicated. Lead Member positions also have clear role descriptions set out within The Constitution and these make reference to the behaviours expected when undertaking their duties.

Standards of conduct and personal behaviour expected of Members and staff, of work between Members and staff and between the Council, its partners and the community are defined and communicated through codes of conduct and protocols. These are reviewed on a regular basis and when circumstances dictate.

This includes:

- a. Members and Co-opted Members Code of Conduct
- b. Guidance when dealing with Planning Matters
- c. Protocol on Member/Officer Relations (Operational Conventions protocol)
- d. Officer Code of Conduct
- e. Whistle Blowing Policy
- f. Complaints Procedure
- g. Anti-Fraud and Corruption Policy
- h. Local Code of Corporate Governance

The Council has in place Members' related codes of conduct and a Local Code of Corporate Governance. Both have been reviewed and revised during 2016/17 with a view to being adopted from 2017/18. An agreed process is in place to deal with standards matters should they arise. The Standards Sub-Committee plays a significant role in promoting and maintaining high standards of conduct between elected and co-opted Members and hearing complaints where standards of behaviour fall short of what is expected. In particular the role of the Committee is:

- a) promoting and maintaining high standards of conduct by councillors and co-opted Members
- b) assisting the councillors and co-opted Members to observe the Members' Code of Conduct
- c) advising the Council on the adoption or revision of the Members' Code of Conduct
- d) monitoring the operation of the Members' Code of Conduct
- e) advising, training or arranging to train councillors and co-opted Members on matters relating to the Members' Code of Conduct
- f) granting dispensations to councillors and co-opted Members from requirements relating to interests set out in the Members' Code of Conduct

- g) to hear complaints locally regarding alleged breaches of the Code
- h) exercising such other functions as the Council considers appropriate; and
- i) the exercise of (a) to (g) above in relation to the town/parish councils/meetings and their Members in the Council's area

During the year, the Sub-Committee met to discuss issues arising out of complaints received as a result of allegations of breaches of the Code of Conduct. As a result, a revised Code was developed to cover aspects not previously incorporated such as bullying, confidentiality and respect.

The Code of Conduct and the Standards regime form part of the Members' induction arrangements and all Members (new and returning) are required to sign the Code of Conduct and provide a new register of interest return.

There is a Code of Conduct for employees and there is also an induction process in place which includes conduct matters. There is an appraisal process in place for both Members and Officers which allows a development plan to be put in place.

The Council has an [Anti-fraud and anti-corruption policy](#) and also a [whistle blowing policy](#) in place. These have been reviewed and amendments have been identified which will be introduced during 2017/18. Annual reports on fraud and whistle blowing incidents are presented to Members and are made available for review via the Council's web site.

There are registers of gifts and hospitality, interests, and secondary employment. During the year (and especially around Christmas and holiday periods) Members and staff are reminded of the procedure for registering gifts and hospitality and more senior staff are regularly reminded of the need to do this. Procedures for dealing with conflict of interest are in place. Arrangements are in place to ensure that Members and employees of the Council are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders.

Rules and procedures are set out in The Constitution including Members' Code of Conduct, Operation of the Standards Sub-Committee, Procedure Rules for Committees, Financial and Contract Procedure Rules (updated during 2016/17) and Scheme of Delegation.

The Monitoring Officer and Chief Finance Officer also have clear supporting roles.

Awareness of probity issues amongst managers is raised through regular reminders that are sent out to all staff.

The Council has an investigation and disciplinary process for conduct issues and action is taken against employees where conduct falls below that expected. At a Chief Officer level this function is undertaken by elected Members and there are clear rules of procedure defined in The Constitution.

5. The decision making framework

Objective: Reviewing the effectiveness of the authority's decision-making

framework, including delegation arrangements, decision making in partnerships and robustness of data quality

The scheme of delegated and reserved powers is set out within The Constitution, including a formal schedule of those matters specifically reserved for collective decision of the Council, taking account of relevant legislation. Attention is paid to ensure that arrangements reflect current structures and roles and support appropriate good decision making.

A Scrutiny Committee (Challenge & Improvement) is in place and has clear terms of reference. Their operation is covered in The Constitution which allows them to exercise their powers to 'Call In' decisions made by the policy committees and if necessary ask them to reconsider their earlier decisions. During 2016/17, the 'Call In' process was reviewed as a result of a decision being reviewed and the updated process has been incorporated into the refresh of The Constitution.

The Council has a robust reporting process in place. There is a committee timetable and Democratic Services identify agendas with the services. The committee report template requires report authors to seek professional comment on proposals from finance and legal colleagues. It also prompts officers, where appropriate, to detail at least three options for consideration with a recommended option highlighted and to also consider legal, staffing and equalities matters and to assess risk.

The meetings of the Council have appropriate agendas, reports and minutes which demonstrate data quality. All Committees are web cast with the Planning Committee and Full Council meetings webcast live.

The Council uses training, workshops, ACoPs and manuals to help staff operate systems.

The Council has a Risk Management Strategy which set clear policy and guidance on managing risk and Members receive risk management training.

Three delivery boards are in place to manage the delivery of the Corporate Plan:

- **Entrepreneurial Board** – which focuses on the delivery of specific programmes of an entrepreneurial nature and oversees the work of the other three boards
- **Growth Board** – which leads on economic regeneration, housing and development management
- **Closer to the Customer Programme Board** – to oversee the development, identification of resourcing requirements, options generation and delivery of this programme.

Each board is chaired by a member of the GCLT and has specific terms of reference. A review of the effectiveness of the Boards has been undertaken during the year with recommendations made for incremental improvement.

A key component to assist in decision making and delivery is the role of sponsor. The Council has stressed the importance of this role (usually at Director level) during 2016/17. The role is accountable for putting in place the appropriate governance

arrangements (including the formation of a board if necessary) to avoid the creation of a transactional approach and to ensure that due proportionality is applied to risk.

During 2016/17, both the Section 151 and the Monitoring Officers have played a key role in decision making. They have ensured gateway reviews have been undertaken in connection with the development of business cases associated with land and property and regeneration initiatives. Such reviews have enabled effective decisions to be made at each stage of project development.

The step change we are making on the growth and commercial agendas (specifically the Commercial Investment portfolio) requires pace, ability to take a commercial view and responsive governance. The latter two remain work in progress and present a challenge. This requires an internal shift in culture to ensure that the key foci in discussions remain on programme direction and the commercial imperatives.

Member committees have all been approved following the May 2015 elections, with membership, chairs and lead officers all agreed and documented. Staff survey results showed there is nearly 100% understanding of the committee process. The management leadership teams and project boards are established and regular meetings taking place. The Business Improvement Team provide corporate support and scrutiny on project management and progress reports.

Data quality contributes to the achievement of and underpins, the Council's priorities. The Council is committed to high standards of data quality and must take care to ensure that the data and information used throughout the organisation and particularly in relation to performance management is fit for purpose. In the recent past, the Council recognised the need to ensure a consistent approach to data quality and has therefore produced and communicated via workshops and meetings a [Data Quality Policy](#). In addition agreement has been reached with Internal Audit for them to explicitly assess and reference data quality (where relevant) as part of their audit work.

6. Risk Management

Objective: Reviewing the effectiveness of the framework for identifying and managing risks and demonstrating clear accountability

The Council has in place a [Risk Management Strategy](#) which was revised and approved during 2015/16. The accompanying ACoP, which supports the strategy to outline operational procedures and roles and responsibilities was similarly refreshed and communicated to colleagues.

Internal Audit reviewed the Council's risk management arrangements during the year and provided a substantial assurance finding. Service risk management is a standing item of the Service Leadership Team (SLT) meeting agenda whereby any issues can be raised and service areas undertake on-going assessment of service related risks.

A number of workshops with staff and GCLT have been held during the year to discuss risk and the Council has attended the Lincolnshire Risk Management Group meetings.

All risks are maintained on a central system which enables risk owners to identify risks at a service level. If any such risk escalates in nature there is a process on place by which it can be brought to the attention of GCLT.

The Strategic Risk register identifies risks to the delivery of the outcomes in the Corporate Plan. Therefore, during 2016/17, GCLT revised the content of the strategic risk register to more effectively align it to addressing the risks associated with the delivery of the priorities contained within the Council's Corporate Plan (2016-2020). This approach reflects the guidance provided by the Association of Local Authority Risk Managers (ALARM). The register is reviewed regularly by GCLT and is presented for review by the Governance and Audit Committee on a six-monthly basis.

The Governance and Audit Committee have a responsibility as part of their terms of reference for approving the Risk Strategy and maintain an overview of risks. The committee has appointed a Member Risk Champion who has clear terms of reference.

7. Counter-fraud and anti-corruption

Objective: Ensuring effective counter-fraud and anti-corruption arrangements are developed and maintained

The Council has an [Anti-Fraud, Corruption and Money Laundering Strategy](#) which stresses a zero tolerance approach and is part of a suite of policies covering:

- Whistleblowing Policy
- Disciplinary Policy
- Covert Surveillance Policy
- Codes of Conduct for Members and Officers
- Risk Management Policy and Strategy
- Gifts and Hospitality
- Standing Orders

The policy applies to:

- All West Lindsey District Council Employees.
- Councillors and Independent Members
- Staff and members of Council funded voluntary organisations
- Partners
- Suppliers, contractors and consultants
- Residents

Members of staff, partners and contractors have all been reminded of the policy and how to raise any concerns, or report suspected fraud or corruption, through a series of leaflets and posters and a 'Fighting Fraud' leaflet is distributed annually to all staff. An anti-fraud presentation forms part of the corporate induction process. The Council also maintains a specific fraud related risk register.

The Governance and Audit Committee receive a yearly report on anti-fraud and corruption arrangements and the action that has been taken to investigate and prosecute cases.

To monitor and manage the risk of fraud, the Council continues to retain an internal fraud capability. A programme of work has been developed supported by the Lincolnshire Fraud Partnership. The Council also takes part in the Housing Benefit Matching Service (HBMS) work and the National Fraud Initiative (NFI); a bi-annual exercise that matches electronic data within and between public sector bodies to prevent and detect fraud. A fraud-health check was conducted in the year by Assurance Lincolnshire which assessed our anti-fraud related arrangements and identified some areas for improvement.

8. Management of Change

Objective: **Ensuring effective management of change and transformation**

Governance arrangements are in place to ensure change is effectively managed in the form of Board scrutiny, effective project management and Progress and Delivery reporting against projects and programme development. Members are also part of this process and regular reports are produced to keep them updated.

An internal review of the Council's principles and processes in place to support effective project management has been undertaken with colleagues to ensure they remain fit for purpose. Additionally during 2016/17, Internal Audit have reported a finding of substantial assurance following an audit into the Council's project management processes and methodology.

Each Board has been assigned a Programme Manager to provide support to project managers and objective analysis of the progress and quality of project development and adherence to the Council's project management methodology.

Effective communication is regarded as crucial to delivering effective change and strong links have been forged between the relevant Boards and the Communications Team to ensure the Council as a whole is kept abreast of developments.

To provide strategic capacity and capability concerned with change and transformation, particularly in support of the delivery of key programmes and projects, the Council has adopted an approach of sourcing professional subject related expertise on a needs basis. This is intended to deliver better value for money and objectivity.

9. Role of the Chief Financial Officer

Objective: **Ensuring the authority's financial management arrangements conform with the governance requirements of the [CIPFA Statement on the Role of the Chief Financial Officer in Local Government \(2010\)](#) and, where they do not, explain why and how they deliver the same impact**

The Council has designated the Director of Resources as the Chief Finance Officer under Section 151 of the Local Government Act 1972. This officer has statutory responsibility for the proper planning, administration and monitoring of the Council's financial affairs. The Council's financial management arrangements also conform to the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2010).

The financial management of the Council is conducted in accordance with the Financial Procedure Rules set out in The Constitution. The financial management system includes:

- A five year Medium Term Financial Strategy which is reviewed and updated annually to support the delivery of the Council's strategic priorities.
- An annual budget cycle incorporating Council approval for revenue and capital budgets as well as treasury management strategies.
- Financial Procedure Rules that are reviewed at intervals of not more than three years. A refresh was undertaken and approved during 2015/16. Relevant amendments are made when required.
- Process and procedure guidance manuals.
- Regular budget monitoring by budget holders through monthly financial monitoring meetings and reports.
- Four reports per year to GCLT and Members relating to the Council's financial position stating financial and performance information.
- Annual accounts supporting stewardship responsibilities which are subjected to external audit and which follow the Code of Practice on Local Authority Accounting in the UK in line with International Financial Reporting Standards.

10. Role of the Head of Internal Audit

Objective: Ensuring the authority's assurance arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Head of Internal Audit (2010) and, where they do not, explain why and how they deliver the same impact

The [CIPFA statement on the Role of the Head of Internal Audit \(2010\)](#) states that the Head of Internal Audit in a public service organisation plays a critical role in delivering the organisation's strategic objectives by:

1. Championing best practice in governance, objectively assessing the adequacy of governance and management of existing risks, commenting on responses to emerging risks and proposed developments
2. Giving an objective and evidence based opinion on all aspects of governance, risk management and internal control

To perform this role the Head of Internal Audit:

3. Must be a senior manager with regular and open engagement across the organisation, particularly with the GCLT and with the Audit Committee
4. Must lead and direct an internal audit service that is resourced to be fit for purpose; and
5. Must be professionally qualified and suitably experienced

A review of the CIPFA statement has taken place and no matters of concern were identified. The Head of Internal Audit reports to the GCLT and the Governance & Audit Committee on a regular basis in relation to audit and governance related matters.

The Council has in place an Internal Audit Charter which defines the terms of reference for Internal Audit by setting out the nature, role, responsibilities and authority of the Internal Audit service within the Council.

The Constitution identifies that the Chief Finance Officer is responsible for providing an efficient and effective Internal Audit service, which will comply with relevant legislation and best auditing practice.

11. Role of the Monitoring Officer

Objective: Ensuring effective arrangements are in place for the discharge of the monitoring officer function

The [Constitution](#) covers the key statutory role and functions of the Monitoring Officer. It also includes the requirement for the Council to ensure that the Monitoring Officer has access to sufficient skills and resources to undertake the role. The Monitoring Officer has confirmed that this is the case and he continues to review this. Appropriate training is delivered where needs are identified and the Officer has attended a number of training courses during 2016/17.

There is a specific job role which reflects the Monitoring Officer duties. The Monitoring Officer is line-managed by the Chief Executive who provides mentoring support. No conflict of interest in this line management structure has been identified.

12. Role of the Head of Paid Service

Objective: Ensuring effective arrangements are in place for the discharge of the head of paid service function

The statutory provisions are included in The [Constitution](#). The authority does not share its Chief Executive with other authorities.

The Leader and the Chief Executive have agreed corporate objectives and key priorities for the year. From that the Chief Executive has agreed with the Leader key work objectives for both the Chief Executive and Directors. Monitoring against

progress is achieved via regular liaison between relevant parties.

13. The Audit Committee

Objective: Undertaking the core functions of an audit committee, as identified in CIPFA's Audit Committees: Practical Guidance for Local Authorities

The Council maintains and operates a Governance & Audit Committee which is independent of the Policy Committees and the scrutiny function. Membership includes up to three Independent Members. The Committee receives training and has a defined work plan. Substitutes are not permitted unless the substitute has undertaken specific audit committee training.

The core functions of the [Governance and Audit Committee](#) are set out in The Constitution. Terms of reference are in line with CIPFA guidance and the Committee operates to these.

Some Audit Committee Members are also Members of the scrutiny committee. This arrangement has been agreed by Full Council.

14. Compliance with laws and regulations

Objective: Ensuring compliance with relevant laws and regulations, internal policies and procedures, and that expenditure is lawful

The subject of 'Compliance' is detailed within the Council's strategic risk register. This demonstrates the importance the Council places on the requirement to comply with and/or correctly implement relevant statutory legislation.

The Constitution and relevant job descriptions outline Officer, Member, Committee and Council responsibilities.

Lincolnshire Legal Services hold a central library of all relevant legislation and are consulted when required. The Corporate Governance Team maintains a horizon scanning function which feeds into monthly horizon scanning reports to Strategic Leads and Team Managers. However, departments take responsibility for receiving and operating to new legislative responsibilities as they arise with service and business planning providing opportunities to consider the implications and plan for legislative change.

Where relevant, expert legal advice is procured to support decision making, particularly in relation to delivery of projects supporting the growth and commercial plans. During 2016/17 the Council drew on expert legal advice in its negotiations and decision making relating to the purchase of a staffing agency and the subsequent creation of a holding company and two trading arms beneath this. Additionally, advice has been sought to ensure legal complexities were understood across a number of projects related to economic growth and regeneration.

Legislation and Statutory Instruments are dealt with and assessed as they are received (from a range of sources including national email alert systems). Changes in legislation have been implemented successfully with no major issues arising.

The communication of local policies and procedures is embedded in a number of different ways such as SLT meetings and workshops, team briefings and local training. Officers ensure that they are aware of and comply with laws and regulations which are relevant to their roles.

The Council pays close attention to requirements relating to Information Governance and we have provided expertise and support in this area for neighbouring authorities. Training packages have been provided for staff during the year via the Council's on-line training platform. The requirement to be compliant with the General Data Protection Regulations by May 2018, has been a focus during the year and a delivery plan is being worked through to achieve this. Best practice has been followed with the nomination of officers to the roles of Senior Information Risk Officer (SIRO) and Senior Information Governance Officer (SIGO) and Data Protection Officer (DPO). The Corporate Information Governance Group meets regularly to review information governance related matters and developments.

The Council's statutory officers are the Head of Paid Service (Chief Executive), the Section 151 Officer (Director of Resources) and the Monitoring Officer (Strategic Lead for Democracy and Business Support). These officers are responsible for ensuring that the Council acts within the law and in accordance with established policy and procedure.

Counsel opinion may be obtained in certain circumstances and unusual transactions are referred to the External Auditor for consideration.

The Section 151 Officer is specifically responsible for the proper discharge of the Council's financial arrangements and must advise elected Members where expenditure is likely to exceed resources.

Where any proposal is unlawful, the Section 151 Officer, jointly with the Monitoring Officer, have a duty (should such a scenario arise) to produce a 'Section Five' report and inform the Head of Paid Service and External Audit.

The Chief Executive and Directors carry responsibility for ensuring that legislation and policy relating to service delivery and health and safety are implemented. A disciplinary process is in place for both staff and Members for any breaches.

The Governance and Audit Committee receive reports by Internal Audit which include review of compliance with legislation. This provides the Committee with an overview of compliance with policy and procedures and it can request attendance of managers to provide further assurance.

15. Whistleblowing arrangements

Objective: Arrangements for whistle blowing and for receiving and investigating complaints from the public

The Council has in place a [whistle blowing policy](#) which is available for reference via the Council's web site and internal intranet and its existence and content is regularly

communicated to staff. The Council also works in partnership with Lincolnshire County Council and fellow Lincolnshire authorities to develop and produce a County-wide, 'Fighting Fraud' leaflet which is distributed to staff.

The Council also has in place a customer complaints, compliments and comments procedure. The [procedure](#) is available for view on the intranet and web site. When complaints are received an internal independent officer is appointed to investigate and in certain circumstances an external appointment may be made. One of the key aspects of the policy is our desire to learn from complaints to rectify matters if required. Where appropriate, complaints that have been referred to the Ombudsman are brought to the attention of GCLT. Annual reports are presented to the Governance & Audit Committee on whistleblowing and more general customer feedback.

16. Member and Officer Development

Objective: Identifying the development needs of Members and senior officers in relation to their strategic roles, supported by appropriate training

An updated [Member Development Plan](#) has been approved which will oversee the training and development requirements of the current administration. The plan was compiled from a number of sources:

- Requirements from The Constitution
- Areas for development recommended for each committee
- Feedback from Members
- Areas of interest
- Changes to the local government environment including legislation

Member training is also recorded to keep track of the training delivered and details of Member attendance. During the year, Members have received training on such matters as Treasury Management Strategy Scrutiny; Statement of Accounts Scrutiny; Code of Conduct, Licensing and Development Management related topics.

Staff surveys are undertaken on an annual basis and the content is used to develop appropriate training and to address any issues identified. Additionally the Council currently holds Investors in People accreditation; however on-going participation is under consideration. During 2015/16 a People Strategy was approved and a range of actions are being worked through to address issues. This will be supported by a newly formed Staff Engagement Group drawn from staff across the Council. A Workforce Development Plan was produced in 2016/17; agreed by both GCLT and JSCC.

To improve the ability of managers with line management responsibility to fulfil their roles more effectively, the HR team have held a series of drop-in workshops where staff can raise issues and seek advice and guidance.

The Corporate Plan is communicated to staff and forms the golden thread for staff appraisals and work objectives for the forthcoming year and associated training needs. During 2016/17 much of the Council's training was delivered via an on-line

learning and development tool.

17. Community and Stakeholder Engagement

Objective: Establishing clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation

The Council meets its statutory responsibilities with regard to engagement on budget setting by holding events with residents, parishes and businesses. The Council uses a variety of channels to communicate with the community and stakeholders for example:

- West Lindsey Citizen Panel through surveys and focus groups
- West Lindsey District Council website
- Focus groups with residents and local businesses
- E-surveys
- Local press
- West Lindsey section of County News
- Summits
- Social media

During 2016/17, the Council is planning to review its current usage of printed means of communication to achieve on-going effectiveness and value for money.

The Council consults on key service changes and issues that may affect residents of the District. Topics consulted on during 2016/17 included:

- Three Proposed Public Space Orders
- High Speed Broadband
- County News
- Waste and Recycling
- Budget Options
- Governance Arrangements
- Level of Communication
- Contact with the Council
- Devolution
- Yearbook
- Effectiveness of Community Broadband Provision

During the year we also undertook surveys with service users (whether they are internal or external to the Council) to ascertain the levels of satisfaction of services. Results are used to develop our services to ensure they are delivering the level of service required by users. The Council also contributes to Lincolnshire County Council's "County News" and uses social media.

The Council actively supports the Community Right to Bid initiative. During the year a number of applications from community groups have been received and considered with decisions fed back.

18. Partnership Governance

Objective: Enhancing the accountability for service delivery and effectiveness of other public service providers incorporating good governance arrangements in respect of partnerships and other joint working as identified by the Audit Commission's report on the governance of partnerships, and reflecting these in the authority's overall governance arrangements.

To enhance the accountability for service delivery and effectiveness of other public service providers, the Challenge and Improvement Committee have continued with their programme of holding meetings with strategic partners to discuss their approach to addressing the strategic needs of the residents of the District. To this end the Committee focused on the issue of youth unemployment during 2016/17. Over the course of the year a number of bodies (the Careers Service, local schools, colleges and training providers, the DWP and local employers) were invited to attend the Committee to detail the work they do, the issues they face and the aspects they feel need to be addressed. The interest shown by the Committee in this issue was welcomed by all attendees. A concluding report detailing possible actions the Council could take to support young people was prepared for Members to consider; with a recommendation that the Prosperous Communities Committee take on-going ownership.

Meetings held during the year have also seen Lincolnshire Police attend to present overviews of their work; the impact it is having on the general well-being of the District and the issues they face.

The Committee has also initiated a Health Commission to review the provision, extent, locations and effectiveness of health related services for residents of the District. This work will continue through 2017/18 and will involve close working and discussion with the key health related partner organisations working across West Lindsey.

During the course of the year, the Home Choices Service has worked closely with neighbouring authorities involved in partnership to deliver of Choice Based Lettings. This work has sought to address a number of issues highlighted by a previous audit into the service.

Internal Audit have conducted an audit into the Council's approach to partnership working during 2016/17; focusing on the fulfillment of the role of Intelligent Client. It is important that the outputs required from the Council's varied arrangements for it to achieve its objectives are completely and effectively delivered, and good value for money is achieved. To achieve this the Council acts as an Intelligent Client in its relationship with its partners, shared service providers and contractors. A finding of substantial assurance was reported; with two recommendations made to further strengthen arrangements.

Strategic partnership working is recognised by the Council as being integral to the achievement of its ambitions. Key partnerships have been formed in the areas of skills, economic development and regeneration to deliver growth and support business across the District. Partnership working is also evident in the form of the Joint Planning Unit (created to devise and deliver the Central Lincolnshire Local

Plan) and the Council's participation in local enterprise partnerships. The creation of further partnerships are in the pipeline.

The Council's GCLT have sponsored a review of all current partnership arrangements across the Council to ensure on-going relevance and effectiveness. In conducting this work, reference will be paid to the Audit Commission's '[Governing Partnerships](#)' Report. The work will involve working in accordance with the Partnership ACoP, on-going population and maintenance of the Council's partnership register, consideration of the financial implications of partnership working to ensure value for money is achieved (and the required accounting assessments are undertaken to ensure appropriate accounting treatment) and the holding of workshops with service areas to discuss their partnership working arrangements.

Our current Contract Procedure Rules cover contract monitoring procedures and management of delivery. They were amended slightly during 2016/17 to reflect new thresholds. The accountability of service providers is managed through contract management and work has been undertaken to ensure The Council has robust contract management procedures in place.



**Governance and Audit
Committee**

20 June 2017

Subject: Member Development

Report by:

Director of Resources

Contact Officer:

Alan Robinson
Strategic Lead Democratic and Business Support
Telephone 01427 676509
Email alan.robinson@west-lindsey.gov.uk

Purpose / Summary:

To set out progress to date and proposals for the future of Member Development.

RECOMMENDATION(S):

1. That Members note the previously agreed Development Plan;
2. That the development undertaken in the previous year be noted;
3. That the development programmed for the coming year be noted;
4. That the Governance and Audit Committee agree to review the progress and implementation on an annual basis.

IMPLICATIONS

Legal: Members must receive training on certain previously agreed Committees or the Council could be open to judicial review.

Financial : Fin Ref 32/18

All development to be funded from previously agreed budgets

Staffing : None directly from this report

Equality and Diversity including Human Rights : N/A

Risk Assessment : N/A

Climate Related Risks and Opportunities : N/A

Title and Location of any Background Papers used in the preparation of this report:

None

Call in and Urgency:

Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

Yes

No

X

Key Decision:

A matter which affects two or more wards, or has significant financial implications

Yes

No

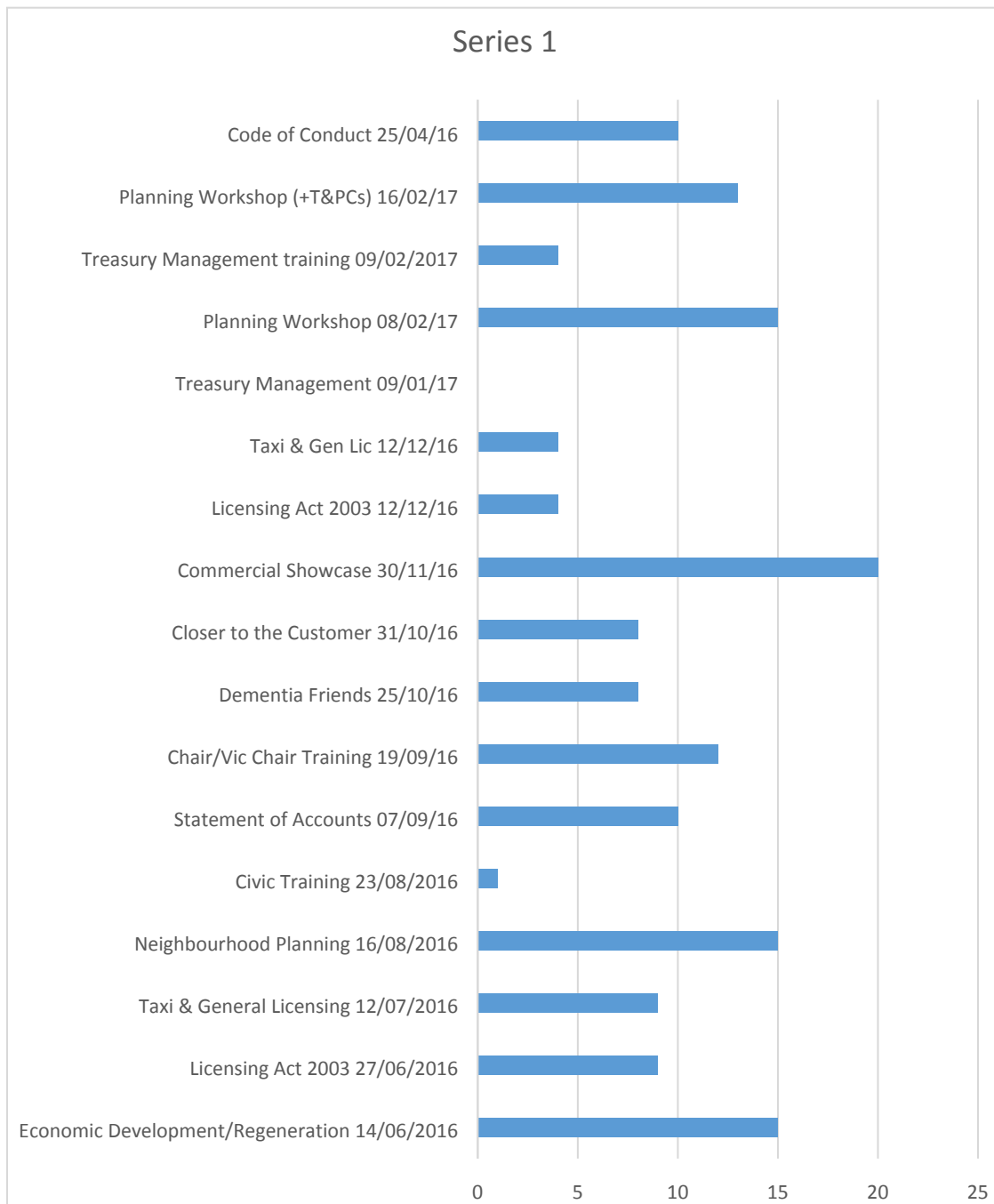
x

1 Introduction

1. Member Development

- 1.1 West Lindsey District Council is committed to providing quality services and elected Members are integral to achieving the Council's aims and strategic objectives.
- 1.2 The Council is working to support the development of all its elected Members to enable them to perform effectively in their roles and to develop to meet the future challenges.
- 1.3 Following the successful Induction programme undertaken post-election in 2015, a survey was undertaken in January 2016, asking what sort of training Members would like to see provided, the results of which were circulated in June 2017.
- 1.4 It is recognised that Councillors live in many different parts of the district and some may live some distance from the Guildhall. Their time may be limited, therefore a flexible approach to the delivery of learning and development will be adopted wherever possible. This will make use of the different development methods available and meet the needs of all the Council Members.
- 1.5 It is anticipated that on-line development should be available shortly, for both generic and bespoke topics. Participation and completion of courses will be able to be monitored to produce usage statistics.
- 1.6 All training courses are evaluated. It is important to carry out an evaluation so that better focussed learning and development opportunities can be provided and help define future development objectives.
- 1.7 Levels of attendance at all training events is collated and this information is shared with group leaders.
- 1.8 Training sessions will be open to all elected and lay Members.
- 1.9 The current Member Development Plan is Appended to this report.

Development and attendance 2016-17



Scheduled Planning related training – to some of which Parish Councils have also been invited.

Provisional Topic	Invitees	Date	Time	Officers
CIL Community Infrastructure Levy Presentation and Q&A	WLDC Members only	13 June 2017	6pm	Jonathan Cadd Rachael Hughes
Planning Enforcement Workshop	WLDC Members plus Parish Cllrs	27 September	2pm	Andy Gray Cath Bentley
(Subject to agreement from partners): LCC Highways and Drainage, and Environment Agency Invited to make presentations and Q&A	WLDC Members plus Parish Cllrs	22 November	2pm	George Backovic
Natural & Historic Environment presentation, Protected Trees & Conservation	WLDC Members plus Parish Cllrs	24 January 2018	6pm	Jonathan Cadd Carol Slingsby
Consultation Responses and Planning Considerations	WLDC Members plus Parish Cllrs	28 March	2pm	Russell Clarkson Jonathan Cadd George Backovic

Other Training sessions arranged or pending

Subject	Date	Time	Provider
Standards	20 July 2017 and August	tbc	tbc
Governance and Risk	Autumn 2017	tbc	tbc
Statement of Accounts	14 September	tbc	tbc
Licensing & Regulatory Legislation	September tbc	tbc	tbc
Treasury Management	January 2018	tbc	tbc

Other subjects and topics will be arranged and notified to Members in due course.

Member Development Plan

Member Training and Development Plan Introduction from the Leader and the Chief Executive

Everyone needs to have the right training to do their job if they are going to be able to perform their duties efficiently. In the demanding and fast changing environment of local government, Councillors more than ever before, have a responsibility to make sure they get the training they need to serve their constituents.

It doesn't matter whether you are:

- a newly elected Councillor
- a long-serving Member of the Council or
- in a new position on a regulatory committee such as Licensing or Planning.

Whatever your role within the Council, you need to be trained and developed to help you do the things you need to do more efficiently and more effectively.

This Member Development Plan has been put together

- to ensure that you have the opportunities to develop and
- to provide you with the professional skills you need to carry out your role as an elected representative.

You owe it to yourself, the people you represent and the council itself to take advantage of the Member Development Plan. The plan will ensure that you are fully equipped to serve the needs of the wider community of West Lindsey. We hope that you will also take the opportunity to attend the sessions on offer.

Councillor Jeff Summers
Leader of the Council

Manjeet Gill
Chief Executive

Declaration of Commitment to Member Training and Development

West Lindsey District Council is intent on meeting the needs of its community. We are committed to the training and development of our elected Members and understand the need for continuous improvement.

We will fully support our Members and help them to play their vital role in modernising local government, by:

- having a statement of intent
- ensuring that all Members are made aware of training and development opportunities
- having a process to identify individual development needs, which involves Members
- having an officer allocated to assist Members and groups in identifying needs and providing information on resources
- having a plan to meet the training and development needs of elected Members
- implementing the plan.

Councillor Jeff Summers
Leader of the Council

Manjeet Gill
Chief Executive

1. Introduction

West Lindsey District Council's Elected Members seek to serve the communities they represent and the District as a whole to the best of their ability. To do this, the Council has committed itself to ensuring that all Members are supported in developing the necessary skills required to perform their duties effectively.

It is the role of elected members to develop relevant policies, to represent the needs and interests of the whole district and the communities and to be an advocate for their community.

Members have a responsibility to contribute towards the good governance of the area and to encourage public participation and involvement in decision making.

It is also the duty of members to respond to constituency local queries impartially and fairly, to be involved in decision making and maintain the highest standards of ethics and conduct.

To support this aim this plan has been developed and sets out the vision and aims of Member Development, the values to which the Council will adhere and how development will be identified, delivered and managed. It is consistent with the Council's overall vision as set out in the Corporate Plan.

This represents a considerable commitment by the Council. However, the wide range of responsibilities faced by Elected Members require this level of commitment and it is essential if we are to achieve the future priorities within the Corporate Plan.

2. Context

People who are elected as Members will have their own political views and core social values. They will receive political leadership and support from their political group.

This Plan is about the dedicated support that will be given to Elected Members to help them fulfil their roles and contribute to the success and objectives of the Council.

This Plan also recognises that Elected Members are volunteers. It strives to help them seek a balance between their demanding roles inside and outside the Council.

3. Vision, Values and Behaviours

The vision for the Member Development Plan is that all Elected Members have all the necessary skills to perform effectively in their current or potential future roles for the council and to contribute to the delivery of the six Themes of the Corporate Plan.

- (a) Open for Business
- (b) People First
- (c) Asset Management
- (d) Central Lincolnshire Local Plan
- (e) Partnerships/Devolution
- (f) Excellent Value for Money Services

To help achieve this vision the key values that underpin the strategy are :
(following the staff/member workshops that took place last year)

We Focus on Communities and Customers First, we will:

- listen, understand and respond to all our community and customer needs
- deliver community and customer needs
- help communities and customers to help themselves
- have effective networks with our partners and communities
- supply information and deliver services that customers can rely on and trust.

We are Creative and Business Smart, we will

- know what our priorities are
- give solutions that improve income or streamline overhead costs
- understand our finances and costs
- encourage brave ideas, seize opportunities and take managed risks
- work efficiently and concentrate on the things that make a difference
- see mistakes as opportunities to learn, develop and grow

We are a “Can-do” Council, we will

- think positively
- be adaptable and flexible in all that we do
- understand and evaluate the risks
- sort out and own problems and solutions
- embrace new ideas, put them into action and make changes
- embrace new technology to help us with new ways of working

We are One Council, we will

- get everyone involved in making informed decisions
- respect each other

- work together for the benefit of all
- value and make use of the skills of all staff, partners, Councillors and the community
- be open, honest and trust each other
- all take responsibility in managing health and safety risks

We Communicate Effectively, we will

- aim to use language that is understood by everyone
- use consistent messages
- check that people understand the messages
- actively seek constructive comments and feedback from the community, partners, councillors and staff
- provide clear and constructive feedback.

4. Aims

The plan has the following aims:

1. To create a clear framework for the development of Elected Members based upon their individual needs and the needs of the Council as a whole.
2. To ensure all Elected Members have the skills that are at a level that is at least suitable for their roles and responsibilities.
3. To ensure Elected Members have the skills and knowledge necessary to lead the delivery of high quality public services for West Lindsey District Council through the new ways of working.
4. To ensure that Elected Members feel confident to undertake their roles.
5. To ensure that all Elected Members are fully aware of their responsibilities and accountabilities, legal requirements and matters of probity.
6. To support the continued development of Elected Members and help prepare them for roles that they may fulfil in the future.
7. To ensure a consistency of approach to Elected Member development.

5. Overall Management and Monitoring of the Plan

The Governance and Audit Committee will:

1. Regularly review the plan to ensure that it continues to meet the needs of Elected Members and the Council.
2. Approve the methods of identifying and assessing Elected Member development needs.
3. Identify factors either within or outside the Council that may create training needs such as changes to service delivery mechanisms or legislation.
4. Identify the appropriate training required as relevant to the various roles undertaken by Elected Members.
5. Identify which Elected Members may have the skills and knowledge to act in a role as trainer or facilitator for other Elected Members and provide the support required to undertake this role.
6. Recommend suitable and cost-effective development programmes.
7. Monitor how training and development is being carried out, and its effectiveness.
8. Monitor Elected Member involvement in the training and development provided and take relevant action, as required, to improve attendance.
9. Monitor the use of and resources required to support the Elected Member development plan including identifying sources of external funding and potential for partnership working/shared training delivery.
10. Produce annual report on member development for Governance and Audit Committee.

7. How Member development needs will be met

Firstly and most importantly if we can facilitate training jointly with officers, partners or other authorities we will. In order to support the diverse development needs of Elected Members and learning styles and range of individual circumstances, development needs will be met from a range of options. In some cases these can be delivered through the Council's own internal resources. Where necessary, however, the council will identify and buy in specialist providers with proven track records of effectiveness and value for money. If enough members need the training it will be facilitated at West Lindsey District Council premises.

Potential development delivery methods may include:

- Training courses
- Informal in house briefings and workshops
- External conference and seminars
- Written learning materials
- Peer mentors
- E-learning packages
- Visits to other councils or relevant partners
- Shadowing opportunities
- Sharing of knowledge amongst other Elected Members
- Research or preparation for speech delivery or scrutiny for example, with potentially preparation of case studies for others to benefit from.

Elected Members will be encouraged to be involved in the development of fellow Members where appropriate by leading workshops, disseminating expert knowledge and offering mentoring. The delivery of these activities will also be considered as contributing towards Member's own continued professional development and can be a method of achieving items on their personal development Plan.

8. Resources

Each year the Council will identify the resources that can be devoted to Elected Member Development. These resources will include:

- Financial budget and any other support available
- Member support staff within the Democratic Services/HR Teams Places available/sponsored through external funding on specific programmes (for example Leadership Academy)
- Relevant opportunities for learning through seminars, conferences or visits hosted by partners.

تامول عملہ زم دیزم قباصع 676676 72410
За повече информация пръстен 01427 676676
Lisainformatsiooni ring 01427 676676
अधिक जानकारी के लिए रिंग 01427 676676
További információ gyűrű 01427 676676
Lai iegūtu vairāk informācijas gredzenu 01427 676676
Norēdami gauti daugiau informācijas ziedo 01427 676676
Aby uzyskać więcej informacji na ring 01427 676676
Pentru mai multe informații inel 01427 676676
За више информација назовите 01427 676676
رے یٹل رے یٹوگنزا 676676 72410 رے یٹل عملہ زم دیزم

If you would like a copy of
this in large, clear print,
audio, Braille or in another
language, please telephone
01427 676676

Guildhall, Marshall's Yard
Gainsborough, Lincolnshire DN21 2NA
Tel: 01427 676676 Fax: 01427 675170
DX 27214 Gainsborough

www.west-lindsey.gov.uk

This page is intentionally left blank



Governance & Audit
Committee

20 June 2017

Subject: Unaudited Statement of Accounts 2016/17

Report by:

Financial Services Manager (Deputy S151)
Tracey Bircumshaw

Contact Officer:

Tracey Bircumshaw
Financial Services Manager (Deputy S151)
01427 676560
Tracey.Bircumshaw@west-lindsey.gov.uk

Purpose / Summary:

To note the 2016/17 Unaudited Statement of
Accounts

RECOMMENDATIONS:

- 1) That Members have the opportunity to discuss the Unaudited Statement of Accounts and any comments of this Committee be referred to the S151 Officer for subsequent discussion with the Council's External Auditors, KPMG prior to issue by 30 June 2016.**

IMPLICATIONS

Legal: The Statement of Accounts is prepared in accordance with the Accounts and Audit (Wales) Regulations 2015.

Financial: Fin/22/18 - The Unaudited Statement of Accounts 2016/17 has been prepared within existing resources and in accordance with proper accounting practices and the requirements of International Financial Reporting Standards (IFRS). This is intended to provide for comparable accounts across all accounting boundaries, public and private, national and international.

The Council remains in a healthy financial position with usable reserves totalling £21.221m being available for future investment.

Staffing: None arising from this report.

Equality and Diversity including Human Rights :

*NB: A full impact assessment **HAS TO BE** attached if the report relates to any new or revised policy or revision to service delivery/introduction of new services.*

Risk Assessment: None arising from this report. A full risk assessment was undertaken prior to the process initiation.

Climate Related Risks and Opportunities: None arising from this report.

Title and Location of any Background Papers used in the preparation of this report:

Code of Practice on Local Authority Accounting in the United Kingdom 2016/17
Code of Practice on Local Authority Accounting in the United Kingdom – Guidance notes for practitioners 2016/17 Accounts
The Accounts and Audit (England) Regulations 2015
All papers are located in the Financial Services section, Guildhall

Call in and Urgency:

Is the decision one which Rule 14 of the Scrutiny Procedure Rules apply?

Yes

No

Key Decision:

Yes

No

1 Introduction

- 1.1 The Unaudited Statement of Accounts for 2016/17 have been prepared under the International Financial Reporting Standards based Code of Practice on Local Authority Accounting (the Code).
- 1.2 Following the Accounts and Audit Regulations 2015 the Council's Statement of Accounts, subject to audit, must be certified by the Chief Finance Officer (S151) and issued before the 30 June. Following completion of the external audit the Council must formally approve the accounts before the end of September.
- 1.3 The Committee is presented with the Unaudited Statement of Accounts, which were issued to the Auditor, KPMG on 31 May 2017, for consideration and review, a month earlier than the statutory deadline of 30 June 2017.
- 1.4 The Statutory deadline for the publication of the unaudited Statement of Accounts 2017/18 is being brought forward to 31 May 2018, and the Audited statements to 31 July 2018 (currently 30 September) therefore, the Finance Team have worked hard over the past few months to achieve this target deadline for the 2016/17 closedown process. This has been achieved with good project management and leadership and co-operation of officers and members. This achievement provides assurance that the future statutory deadline can be met.
- 1.5 This Committee is responsible for the approval of the Statement of Accounts and any material amendments of the accounts recommended by the external auditors. The Audited Statement Accounts will therefore be presented to this Committee on 14 September 2017 after the audit process.
- 1.6 Members of the Governance and Audit Committee will be provided with specific training on the Statement of Accounts to enable them to meet these requirements, prior to the September meeting
- 1.7 The Statement of Accounts will be combined with the Annual Governance Statement (AGS) as in previous years whereby the Council publishes one document, clearly identifying that these are separate statements, and which will be presented to the July Committee for approval.
- 1.8 The External Auditor (KPMG) will carry out their audit commencing 20 June 2017. This may result in some changes being made to the Statement of Accounts that were originally certified by the Chief Finance Officer and published. The impact of any significant changes made on the main statements and associated notes will be highlighted in the September report.
- 1.9 The Statement of Accounts, and all supporting documentation will be available for inspection by the electorate from 3 July 2017 to 11 August 2017 by appointment only. From 20 June to the conclusion of the audit, any local elector may make written representations and/or objections to the external auditor to anything about which the Auditor could take action under section 7 of the Local Audit and Accountability Act 2014. Those sections deal with expenditure made by the District Council which is unlawful, and any matter in respect of which the auditor could make a report under section 7 of the Act. An

elector must send a copy of any such objection to the Director of Resources (S151).

2 Summary

The Unaudited Statement of Accounts 2016/17 is attached at Appendix A. The main elements of which are detailed below;

2.1 Expenditure Funding Analysis

This is a new statement which details the net expenditure utilised by our service Clusters which (Chargeable to the General Fund) when added to the statutory accounting adjustments ie capital charges, pensions etc. then reconciles to the Comprehensive Income and Expenditure Account. The surplus of £0.610m is made up of the following;

- £1.058m in year surplus on revenue budgets
- £0.065m other approved movements on the General Fund Balance
- £4.682m contributions to Earmarked Reserves
- Less £5.195m use of Earmarked Reserves

2.2 Comprehensive Income and Expenditure Statement (CIES)

This Statement records the day-to-day expenditure incurred in providing services and includes salaries and wages, other running costs and financing costs and income due from fees and charges and government grants. This statement also shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices, but such "accounting costs" do not form part of the amount required to be raised through Council Tax. The deficit on the Provision of Services totalled £1.134m (£0.798m surplus 2015/16).

2.2 Movement in Reserves Statement (MIRS)

This Statement shows the movement in the year on the different reserves held by the Council, analysed into 'usable reserves' (i.e. those that can be applied to fund expenditure or reduce local taxation) and other reserves. The (Surplus) or Deficit on the Provision of Services line shows the true economic cost of providing the Council's services, more details of which are shown in the CIES. These are different from the statutory amounts required to be charged to the General Fund Balance for Council Tax setting.

The (Increase)/Decrease total shows the statutory General Fund Balance before any discretionary transfers to or from earmarked reserves undertaken by the Council of £0.610m. The Council used £5.195m to fund investment in corporate priorities, capital and service improvement whilst earmarking a further £4.682m of revenue, with the main contribution being in year New Homes Bonus of £2.487m earmarked for investment in growth and regeneration. A further £1.123m was contributed to the General Fund, which included £1.058m in year surplus.

The Councils usable reserves total £21.221m (£21.022m 2015/16).

2.3 Balance Sheet

The Balance Sheet shows the value as at the Balance Sheet date of the assets and liabilities recognised by the Council. The net assets of the Council (assets less liabilities) are matched by the reserves held by the Council. Reserves are reported in two categories. The first category of reserves are usable reserves, i.e. those reserves that the Council may use to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use (for example the Capital Receipts Reserve that may only be used to fund capital expenditure or repay debt). Usable Reserves total £21.221m (£21.022m 2015/16). The second category of reserves is those that the Council is not able to use to provide services. This category of reserves includes reserves that hold unrealised gains and losses (for example the Revaluation Reserve), where amounts would only become available to provide services if the assets are sold; and reserves that hold timing differences shown in the MIRS Statement line 'Adjustments between accounting basis and funding basis under regulations'. Unusable Reserves total a deficit of £17.139m (£10.411m 2015/16) thus giving a net balance sheet position of 4.082m, (usable reserves exceed unusable reserves)

2.4 Cash Flow Statement

The Cash Flow Statement shows the changes in cash and cash equivalents of the Council during the reporting period. The statement shows how the Council generates and uses cash and cash equivalents by classifying cash flows as operating, 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 Council are funded by way of taxation and grant income or from the recipients of services provided by the Council. Investing activities represent the extent to which cash outflows have been made for resources which are intended to contribute to the Council's future service delivery. Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of capital (i.e. borrowing) to the Council. There has been an overall decrease in cash of £1.763m (decrease of £1.075m 2015/16).

2.5 Notes to the Accounts

The Notes to the Accounts include additional information including the accounting policies, material items of income and expense and explanations of elements contained within the Comprehensive Income and Expenditure Account and the Balance Sheet.

2.6 Other Financial Statements

The Collection Fund is a statutory fund set up under the provisions of the Local Government Finance Act 1988. It includes the transactions of the charging Authority in relation to Non-Domestic Rates and Council Tax and illustrates the way in which the fund balance is distributed to preceptors and the General Fund.

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

EXPENDITURE AND FUNDING ANALYSIS

2015/16				2016/17		
Net Expenditure Chargeable to General Fund £'000	Adjustments between Funding and Accounting Basis £'000	Net Expenditure in the Comprehensive Income & Expenditure Statement £'000		Net Expenditure Chargeable to General Fund £'000	Adjustments between Funding and Accounting Basis £'000	Net Expenditure in the Comprehensive Income & Expenditure Statement £'000
618	49	667	Corporate Management	605	35	640
2,175	457	2,632	Commercial	2,513	312	2,825
1,191	239	1,430	Customer First	1,449	151	1,600
2,757	(530)	2,227	Democratic & Business Support	2,592	(292)	2,300
1,351	(584)	767	Economic Development and Neighbourhoods	1,822	410	2,232
1,675	321	1,996	Housing and Regeneration	1,515	768	2,283
982	140	1,122	Organisational Transformation	1,062	172	1,234
10,749	92	10,841	Net Cost of Services	11,558	1,556	13,114
(13,493)	1,854	(11,639)	Other Income and Expenditure	(12,168)	188	(11,980)
(2,744)	1,946	(798)	(Surplus) or Deficit	(610)	1,744	1,134
(14,818)			Opening General Fund Balance 31 March 2016	(17,562)		
(2,744)			(Surplus) or Deficit in Year	(610)		
(17,562)			Closing General Fund Balance 31 March 2017	(18,172)		

This statement shows the movement from the start of the year to the end on the (i.e. those that can be used to fund expenditure or reduce local taxation) and of how the movements in year of the Council's reserves are broken down between accounting practices and the statutory adjustments required to return to Increase/Decrease line shows the statutory General Fund Balance movement reserves total £21.221m (£21.022m in 2015/16)

MOVEMENT IN RESERVES

Movement in Reserves during 2016/17

	General Fund Balance £'000	Capital Receipts Reserve £'000
Balance at 31 March 2016	(17,562)	(2,984)
Total Comprehensive Income and Expenditure	1,134	0
Adjustment from income & expenditure charged under accounting basis to the funding basis	(1,744)	88
(Increase)/Decrease in 2016/17	(610)	88
Balance at 31 March 2017 carried forward	(18,172)	(2,896)

This statement shows the accounting cost in the year of pro accounting practices, rather than the amount to be fund expenditure in accordance with the statutory requirements; taxation position is shown both in the Expenditure and Full Statement (MIRS). The deficit on the Provision of Services to

Comprehensive Income and

2015/16 (Restated)			
Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	
667	0	667	Corporate Management
2,925	(293)	2,632	Commercial
25,925	(24,495)	1,430	Customer First
			Democratic & Business Support
2,380	(153)	2,227	Economic Development
2,661	(1,894)	767	Neighbourhoods
3,968	(1,972)	1,996	Housing and Regenerati
1,130	(8)	1,122	Organisational Transfor
39,656	(28,815)	10,841	Cost of Services
		2,073	Other Operating Expenc
		739	Financing and Investme
			Income and Expenditure
		(14,451)	Taxation and Non-Speci
			Grant Income And Expe
		(798)	(Surplus) or Deficit on Provision of Services
			Items that will not be rec to the (Surplus) or Deficit Provision of Services
		(3,669)	(Surplus) or Deficit Revaluation of Property, Equipment Assets
		(7,026)	Remeasurement of defined benefit liability/(a
		(10,695)	
			Items that may be recla the (Surplus) or Deficit Provision of Services
		(121)	(Surplus) or defic revaluation of available financial assets
		(10,816)	Other Comprehensive Income and Expenditu
		(11,614)	Total Comprehensive and Expenditure

The Balance Sheet shows the value as at the Balance Sheet date as recognised by the Council. The net assets of the Council are the reserves held by the Council. Reserves are reserves that are usable reserves, i.e. those reserves that are not subject to the need to maintain a prudent level of reserves (for example the Capital Receipts Reserve that may be used to repay debt). The second category of reserves is unusable reserves, which provide services if the assets are sold; and reserves that are subject to the need to maintain a prudent level of reserves. Movement in Reserves Statement line 'Adjustments'.

BALANCE SHEET	
31 March 2016 £'000	
19,862	Property, Plant & Equipment
164	Investment Properties
156	Intangible Assets
0	Heritage Assets
2,175	Long Term Investments
10	Long Term Investments -Other
310	Long Term Debtors
22,677	TOTAL LONG TERM ASSETS
9,512	Short Term Investments
35	Assets Held For Sale
79	Inventories
3,094	Short Term Debtors
8,985	Cash and Cash Equivalents
21,705	TOTAL CURRENT ASSETS
(2,918)	Short Term Creditors
(995)	Short Term Provisions
(218)	Short Term Finance Lease Liability
(4,131)	TOTAL CURRENT LIABILITIES
(17)	Long Term Provisions
(128)	Long Term Finance Lease Liability
(28,876)	Net Pensions Liability
(619)	Grants Receipts in Advance - Cap
(29,640)	TOTAL LONG TERM LIABILITIES
10,611	TOTAL NET ASSETS/(LIABILITIES)
(21,022)	Usable Reserves
10,411	Unusable Reserves
(10,611)	TOTAL RESERVES

The Cash Flow Statement represents the Council's movement in cash (and cash equivalents) during the year. Cash flows from operating activities are cash generated from the Council's core business activities. Investing activities are those activities which include capital expenditure and acquisitions which are intended to contribute to the Council's future service delivery. Cash flows the movement in overall cash is a decrease of £1.763m (decrease of £1.075m 2015/16). arising from financing activities such as the issue and repayment of debt are useful in predicting claims on future cash flows by providers of capital (i.e. borrowing) to the Council.

CASH FLOW STATEMENT

2015/16 (Restated) £'000		2016/17 £'000
798	Net Surplus or (Deficit) on the Provision of Services	(1,134)
744	Depreciation of Property, Plant and Equipment	759
85	Impairment and downward valuations	296
49	Amortisation of Intangible Assets	47
(164)	(Increase)/Decrease in Creditors	(1,241)
(234)	Increase/(Decrease) in Debtors	(546)
(47)	Increase/(Decrease) in Inventories (Stock)	(5)
1,186	Movement in Pension Liability	1,075
6	Carrying amount of non-current assets and non-current Assets Held For Sale, sold or derecognised	424
511	Other non cash items charged to the net surplus or deficit on the Provision of Services	11
2,136	Adjustments to net surplus or deficit on the Provision of Services for non-cash movements	820
(1,374)	Adjust for items included in the net surplus or deficit on the provision of services that are investing or financing activities	(357)
1,560	Net Cash Flows from Operating Activities	(671)
(327)	Purchase of Property, Plant and Equipment, Investment Property and Intangible Assets	(1,624)
(14,000)	Purchase of short-term (not considered to be cash equivalents) and long-term Investments	(14,538)
(237)	Other payments for investing activities	(35)
0	Proceeds from the sale of Property, Plant and Equipment, Investment Property and Intangible Assets	20
11,510	Proceeds from short-term (not considered to be cash equivalents) and long-term Investments	14,500
2,087	Other receipts from investing activities	846
(967)	Net cash flows from investing activities	(831)
(30)	Other receipts from financing activities	(35)
(1,410)	Other payments from financing activities	(8)
(228)	Cash payments for the reduction of the outstanding liabilities relating to Finance Leases	(218)
(1,668)	Net cash flows from financing activities	(261)
(1,075)	Net increase or (decrease) in cash and cash equivalents	(1,763)
10,060	Cash and cash equivalents at the beginning of the reporting period	8,985
8,985	Cash and cash equivalents at the end of the reporting period Note 17	7,222

COLLECTION FUND ACCOUNT

2015/16			Income/Expenditure	Note	2016/17		
Council Tax £'000	Business Rates £'000	Total £'000			Council Tax £'000	Business Rates £'000	Total £'000
			Income				
44,542	0	44,542	Net Council Tax Receivable	1	46,397		46,397
0	15,137	15,137	Business Rate Receivable	2		16,401	16,401
44,542	15,137	59,679	Total Income		46,397	16,401	62,798
			Expenditure				
			West Lindsey District Council				
6,952	6,511	13,463	Precepts, Demands & Shares		7,279	6,653	13,932
116	0	116	Distributed Surplus/(Deficit)		202	(146)	56
			Lincolnshire County Council				
30,650	1,628	32,278	Precepts, Demands & Shares		32,599	1,663	34,262
504	0	504	Distributed Surplus/(Deficit)		891	(36)	855
			Lincolnshire Police Authority				
5,578	0	5,578	Precepts, Demands & Shares		5,819	0	5,819
91	0	91	Distributed Surplus/(Deficit)		162	0	162
			Central Government				
0	8,139	8,139	Precepts, Demands & Shares		0	8,316	8,316
0	0	0	Distributed Surplus/(Deficit)		0	(183)	(183)
0	106	106	Cost of Collection Allowance		0	106	106
27	0	27	Write offs of uncollectable amounts		0	24	24
(40)	104	64	Increase/(Decrease) in Impairment Allowance		51	377	428
0	1,373	1,373	Increase/(Decrease) in Provision for Appeals		0	0	0
0	141	141	Transitional Protection Payments		0	325	325
0	20	20	Disregarded Amounts		0	25	25
43,878	18,022	61,900	Total Expenditure		47,003	17,124	64,127
664	(2,885)	(2,221)	Surplus/(Deficit) arising during the year	3	(606)	(723)	(1,329)
1,966	(255)	1,711	Surplus/(Deficit) b/fwd 1st April		2,630	(3,140)	(510)
2,630	(3,140)	(510)	Surplus/(Deficit) c/fwd 31st March		2,024	(3,863)	(1,839)

This page is intentionally left blank

WEST LINDSEY DISTRICT COUNCIL

**UNAUDITED
STATEMENT OF ACCOUNTS**

2016/17

**WEST LINDSEY DISTRICT COUNCIL
STATEMENT OF ACCOUNTS 2016/17**

CONTENTS

ACCOUNTS AND STATEMENTS

	<u>PAGE</u>
Narrative Report	3
Statement of Responsibilities for the Statement of Accounts	17
Core Financial Statements	
Expenditure and Funding Analysis	18
Movement in Reserves Statement	19
Comprehensive Income and Expenditure Statement	21
Balance Sheet	22
Cashflow Statement	23
Explanatory Notes to the Core Financial Statements	24-86
Supplementary Statements	
Collection Fund	87
Explanatory Notes to the Collection Fund	89
The Independent Auditor's Report to West Lindsey District Council	91
Glossary of Terms	94
Annual Governance Statement	107

THE NARRATIVE REPORT TO THE STATEMENT OF ACCOUNTS 2016/17

1. INTRODUCTION



Message from the Director of Resources – Ian Knowles

As the Council's Chief Finance Officer I am pleased to present the 2016/17 Statement of Accounts. West Lindsey District Council continues its Entrepreneurial approach towards achieving, quality services, supporting communities and financial sustainability. This Narrative Report provides more detail about the purpose of each financial statement; summarises the material items within them and gives a financial overview of the year.

The accounts are produced for the Council as a going concern, single entity.

EXECUTIVE SUMMARY

1. NATIONAL AND LOCAL FUNDING INCLUDING ECONOMIC OUTLOOK

The last twelve months have seen a number of significant changes for the UK. Since the voting population indicated a desire to leave the European Union in the June 2016 Referendum there has been a range of ramifications. There has been a change of Prime Minister, a reduction in the value of sterling against other currencies and a range of views developed about the nature of our departure from the EU by March 2019.

The government has removed the commitment to a balanced budget within this parliament, maintenance of the reduced expenditure for Local Government and an indication that Education will begin to see its available resources reduced. There is still a commitment to maintain Health and Defence budgets but it is clear that Health is struggling to maintain services within the current budget envelope. The Government has also determined that Local Government will become 'self-financing' through Council Tax and Business Rates.

On a policy level the Government has shown an emphasis on Housing and Homelessness through the recently introduced Housing and Planning Act, which has been supported by the new HCA (Homes and Communities Agency) funding programmes and the continued development of OPE (One Public Estate) which requires Council's to look at how to maximise the benefit of public property for the benefit of the wider public sector.

The policy position also extends into the national Industrial Strategy which is expected to provide support to target sectors such as agri-food and manufacturing.

At a regional level the Industrial Strategy has led to the establishment of the concept of the 'Midlands Engine Room' as a focus for developing the economy across the Midlands. It is expected that there will be announcements in February pertaining to the Single Local Growth Fund 3 via the Greater Lincolnshire Local Enterprise Partnership.

The provisional financial settlement announced in December 2016 continued the new methodology (introduced in 2015) for the distribution of resources which has led to the Shire Counties (and districts) experiencing a larger reduction than other local authorities. Figures produced by the SPARSE lobby group suggest the Shire Counties have seen a reduction of 31% whilst the Metropolitan Boroughs have seen a reduction of 22%.

Whilst the Government has agreed the four year settlement for Revenue Support Grant (RSG), Rural Services Delivery Grant (RSDG) and Transition Grant it has made significant changes to the New Homes Bonus distribution. From 2018/19, the government will consider withholding payments from local authorities that are not *“planning effectively, by making positive decisions on planning applications and delivering housing growth”* (Ministers Statement)

A consultation is planned regarding withholding payments for homes that are built following an appeal.

Local Context

In 2017/18 West Lindsey District Council has seen a further reduction in RSG of 54.9% although this continues to be remediated to some degree by the separation of the RSDG. This has also been reduced from the 2016/17 level, taking our overall reduction between 2016/17 and 2017/18 to 14%.

Whilst our plans to date have been based on the reduction of RSG to zero by 2020/21 the four year settlement, which has been sustained in the settlement 2017/18, reduces our RSG to nil by 2019/20.

The Chancellor has committed to continuing with plans to deliver 100% retention of Business Rates. This process will be accompanied by the delegation of further duties expected to be funded from the increased retention and will not offer any replacement for the lost RSG. Further consultation on this issue is expected in the near future.

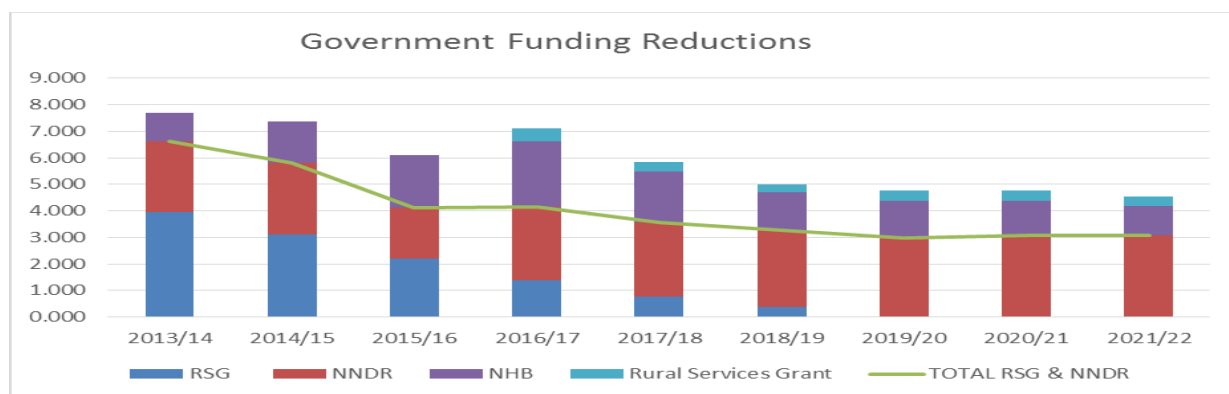
The changes to New Homes Bonus will reduce our expected income, based on the years already announced, by £377k. The lost income due to the changes on future years has not been calculated as the growth element is unknown but it can be assumed as being equivalent to a single year impact in the region of £250k per year. Given that this funding has been earmarked for investment in housing and regeneration since 2011/12 it will have a significant impact on our ability to fund future growth projects.

At the time of this report a General Election has been called and we wait to see how the newly elected Government will approach the funding of Local Government.

West Lindsey District Council Settlement Funding Government Grant Reductions upto end of 4 year settlement

Settlement Funding	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Formula Grant	5,513	4,482	4,586	4,154	3,582	3,275	2,997
Other Grants Rolled In	1,145	1,097	356	0	0	0	0
Grant Reduction Year on Year	175	1,079	637	788	572	307	278
Percentage Change Year on Year	3.00%	16.20%	12.00%	15.94%	13.77%	8.57%	8.49%

The Graph below illustrates government funding levels:



Note: **RSG** is Revenue Support Grant, **NNDR** is National Non Domestic Rates (Business Rates) **NHB** is New Homes Bonus Grant

Due to the Government’s austerity drive since 2013/14 and having agreed to the 4 year settlement 2016/17 to 2019/20 our strategy is to be non-reliant on RSG by 2020

These changes relate to changes in the formula grant (RSG), and the introduction of the Business Rates Retention Scheme (NNDR) in 2013/14, where the estimated income from Business Rates is shared between the Billing Authority (WLDC 40%), the Precepting Authority (Lincolnshire CC 10%) and the Government 50%. Whilst growth in Business Rates can result in increased funding parties share any reduction in Business Rate yield therefore, such gains and losses are subject to special arrangements to reduce potential volatility, effectively limiting the potential gain or loss in any one year.

The New Homes Bonus and NNDR localisation also provides incentives for growth which, if they can be exploited, provide opportunities to increase revenue streams and deliver improved outcomes for the district.

2. CORPORATE PLAN 2016-2020

The administration have developed a Corporate Plan to cover the period to the next local elections in 2020.

The Medium Term Financial Strategy (MTFS) for 2016/2017 to 2020/21 aligned resources to the six Corporate Plan themes as detailed below;

- Open for Business
- People First
- Asset Management
- Partnership/Devolution
- Central Lincolnshire Local Plan
- Excellent Value for Money Services

The Corporate Plan can be found at <https://www.west-lindsey.gov.uk/my-council/how-the-council-works/key-plans-policies-and-strategies/corporate-plan/>

3. FINANCIAL STRATEGY (16/17 and forward looking)

The Authority has established a portfolio of programmes to deliver the Corporate Plan 2016/17 – 2020/21. The financial strategy 2017/18 has been developed to ensure the Council delivers against the six themes above

We have designed the activities to maximise income generation, improve efficiency and customer services and develop the economy of the district. The programmes include:

- 1 – Closer to the Customer
- 2 – Invest West Lindsey - Housing Development, Land and Property, Gainsborough Growth
- 3 – Trading Services
- 4 – Community Commercial Services
- 5 – Commercial Investments

4. DID 2016/17 ACTUAL SAVINGS MEET THE BUDGETED TARGET?

Within this context the priorities within the MTFs were to maximise available resources through efficient and effective delivery of services; identify and drive innovative approaches to service delivery and resourcing. Significant savings have already been realised and those built into the 2016/17 base budget have been achieved. In addition out-turn surpluses of £1.058m (mainly achieved from one-off items of income) have been transferred to the General Fund Working balance for future investment in corporate priorities.

The Medium Term Financial Strategy 2017/18 requires a further £0.434m to be saved, however as this does include elements of risk, therefore an overall target of £1.8m is needs to be identified by 2021 if the Council is to be non RSG reliant in future. .

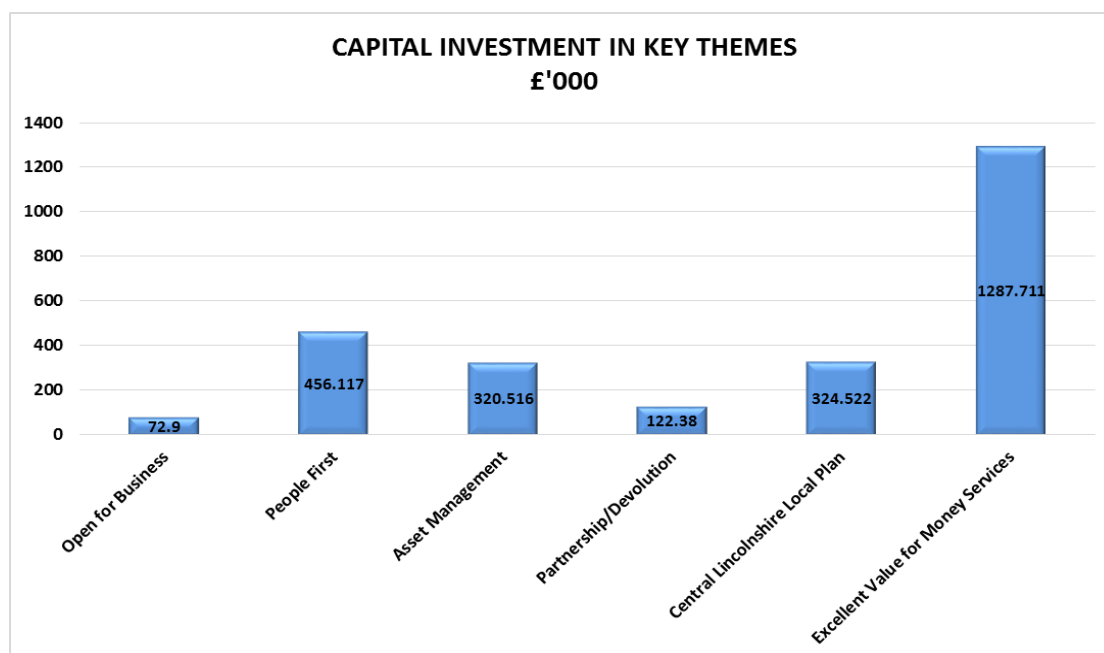


The Medium Term Financial Plan 2017/18 can be found on our website www.west-lindsey.gov.uk

5. CORPORATE PRIORITIES 2016/17

The Corporate Plan is our key strategic document which sets our objectives over the medium term. It is designed to meet the varied needs of the district as prioritised in the key themes.

The Corporate Policy & Resources Committee monitors each of these themes on a quarterly basis as part of its performance monitoring processes. The following chart shows the capital investment for 2016/17 into each of the above theme areas.



In 2016/17 there have been a number of successes for West Lindsey which are worthy of note alongside the financial statements;

Open for Business

- Acquisition of Sure Staff Ltd
- Launch of 'Invest Gainsborough' – Development Partner for WLDC with three national developers shortlisted
- Gainsborough Growth Fund, supported new indoor skate arena and extended to retail sector
- Contractual agreement from Travelodge to lease Sun Inn site
- Starter Homes Bid – Nettleham & Gainsborough sites
- Commercial project progression
- Commercial Trade Waste service launched
- Building Control Commercial Air Testing and Fire Risk Assessment services launched

People First

- Leisure Centre Award
- Selective Licensing Scheme launched
- Street Scene – Gold Award
- New modern, mobile responsive Website Launched
- Increased range of online transactions available on the website.
- Extended range of partner organisations and services available through the Public Sector Hub.
- One Public Estate - £110k feasibility funding secured
- Funding secured for supported housing & extra care

Asset Management

- Expansion of Public Service Hub
- Commercial property partner adviser secured
- Positive Property Audit Finding

Central Lincolnshire Local Plan

- Successful public examination of Local Plan
- Allocation of Hemswell FEZ – 30 hectares of strategic employment site
- Exemplar Neighbourhood Plans; strong take-up and delivery

Devolution/Partnerships

- Post devolution decision – strong partnerships focussed on housing, skills and infrastructure
- GLLEP: Agri-Food Partnership; skills agenda and significant funds via SGF3
- Commercial Partnership with DPL – Sun Inn & Market Street renewal
- Place Board established
- Skills Partnership
- Homes & Community Agency Partnership
- Mentoring Partnership with Gainsborough Academy
- Gainsborough SWW Partnership addressing issues
- NK/WL Shared Partnership effective

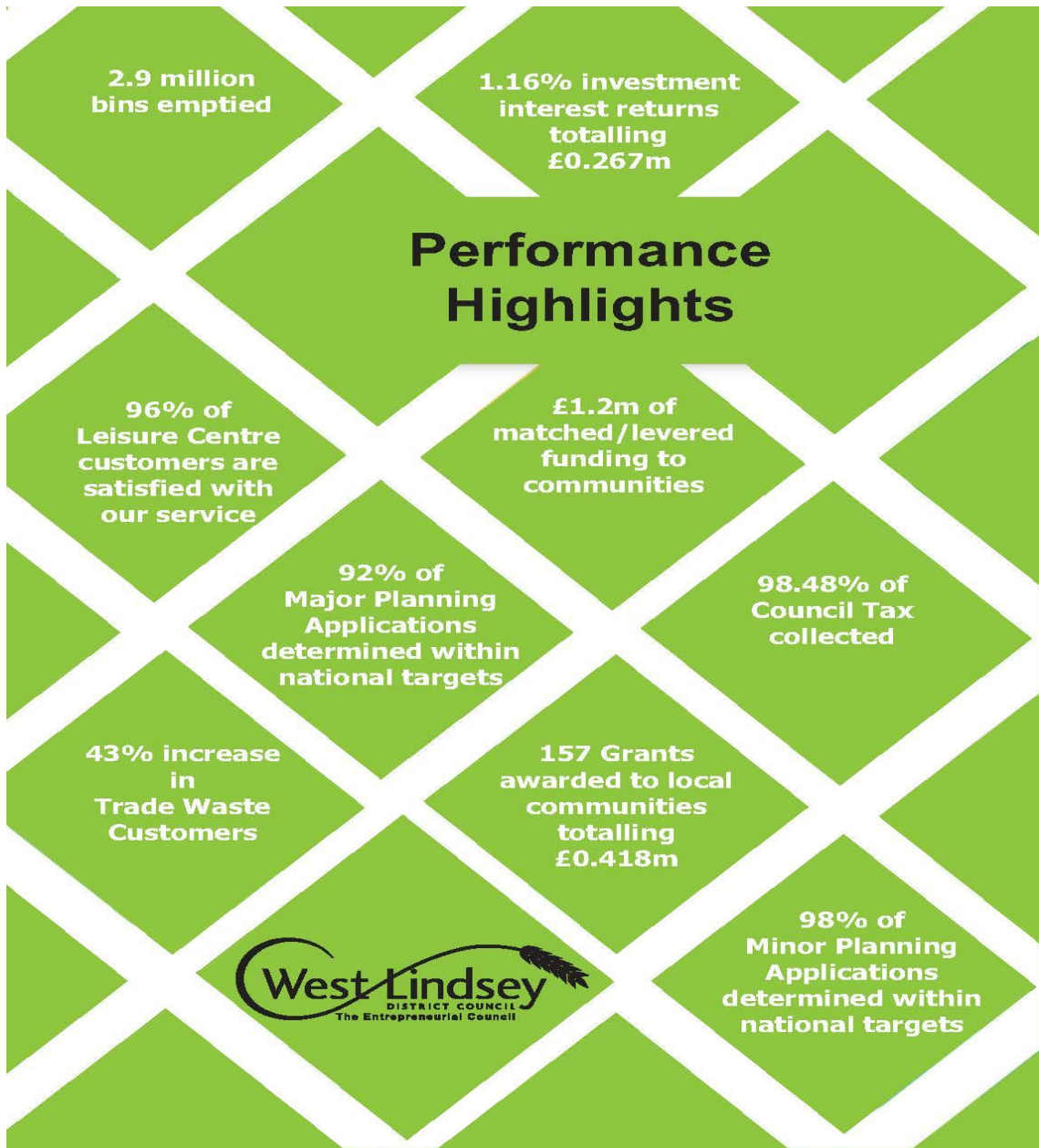
Excellent VfM Services

- Major improvements in development management performance
- Localism restructure undertaken
- Council Tax and NNDR collection rates
- £150k savings identified via analytical reviews

6. PERFORMANCE OF THE COUNCIL

In order to monitor the performance of the Council, new performance measures for 2016/17 have recently been set relating to our customers, finance, process and quality. Each service within the Council has its own specific measures set and there is an overriding scorecard that shows corporate health. The table below shows those corporate health measures where 2015/16 performance data is available. Data for the remaining indicators will now be collected in order to build a sound baseline for moving forward.

CORPORATE HEALTH PERFORMANCE		
	2015/16	2016/17
Perspective: Customer		
• Volume of received complaints	144	181
• Volume of received compliments	168	168
• Employee satisfaction	69.00%	Bi-Annual
Perspective: Financial		
• Position against budget	5%	6.90%
Perspective: Process		
• Percentage of service requests received through digital channels	N/A	25.30%
Perspective: Quality		
• Service and system availability	99.90%	99.90%
• Percentage of calls answered	90.00%	72.50%
• Staff absenteeism	0.51%	0.74%



7. SUMMARY OF FINANCIAL PERFORMANCE 2016/17

The Council approved a revenue budget, including Council Tax charges, for 2016/17. There was no requirement to utilise the General Fund Balance to provide a balanced budget. The Actual out-turn has realised a surplus of £1.058m and this has been transferred to the General Fund Balance.

The following table reports the revenue figures for 2016/17 before any adjustments required by accounting standards that are subsequently reversed under statute.

Revenue Out-Turn 2016/17

The final revenue out-turn position realised a surplus of £1.058m which equates to 6.9% of the Budget Requirement, this was contributed to the General Fund Balance. The total net expenditure by Service Cluster is detailed below;

West Lindsey District Council Statement of Accounts 2016/17

SERVICE CLUSTER	2016/17 Budget £	2016/17 Actual £	2016/17 Variance £
Corporate Management	594,700	604,392	9,692
Commercial Development	2,534,900	2,513,981	(20,919)
Customer First	1,662,700	1,449,182	(213,518)
Democratic and Business Support	2,947,700	2,591,326	(356,374)
Economic Development and Neighbourhoods	2,254,771	1,822,445	(432,326)
Housing and Regeneration	1,284,100	1,514,586	230,486
Organisational Transformation	1,250,000	1,061,438	(188,562)
Controllable Total	12,528,871	11,557,349	(971,522)

Corporate Accounting Total	1,912,350	1,515,799	(396,551)
Statutory Accounting Total	4,806,300	1,484,060	(3,322,240)
Movement in Reserves Total	(3,916,486)	(448,873)	3,467,613
Net Revenue Expenditure	15,331,035	14,108,335	(1,222,700)

Funding Total	(15,331,035)	(15,166,856)	164,179
---------------	--------------	--------------	---------

(SURPLUS)/DEFICIT FOR THE YEAR	0	(1,058,521)	(1,058,521)
---------------------------------------	----------	--------------------	--------------------

Service Clusters include the following services;

Corporate Management - Chief Executive, Chief Operating Officer, Commercial Director, Director of Resources.

Commercial Development - Town Centre Markets, Street Cleansing, Waste Management, Trade Waste.

Customer First - Building Control, Customer Services, Debtors, Licences, Support Services-Admin, Food Safety, Housing Benefits, Fraud, Health and Safety, Land Charges, Pest and Dog Control, Parish Lighting, Pollution Control, Local Tax Collection.

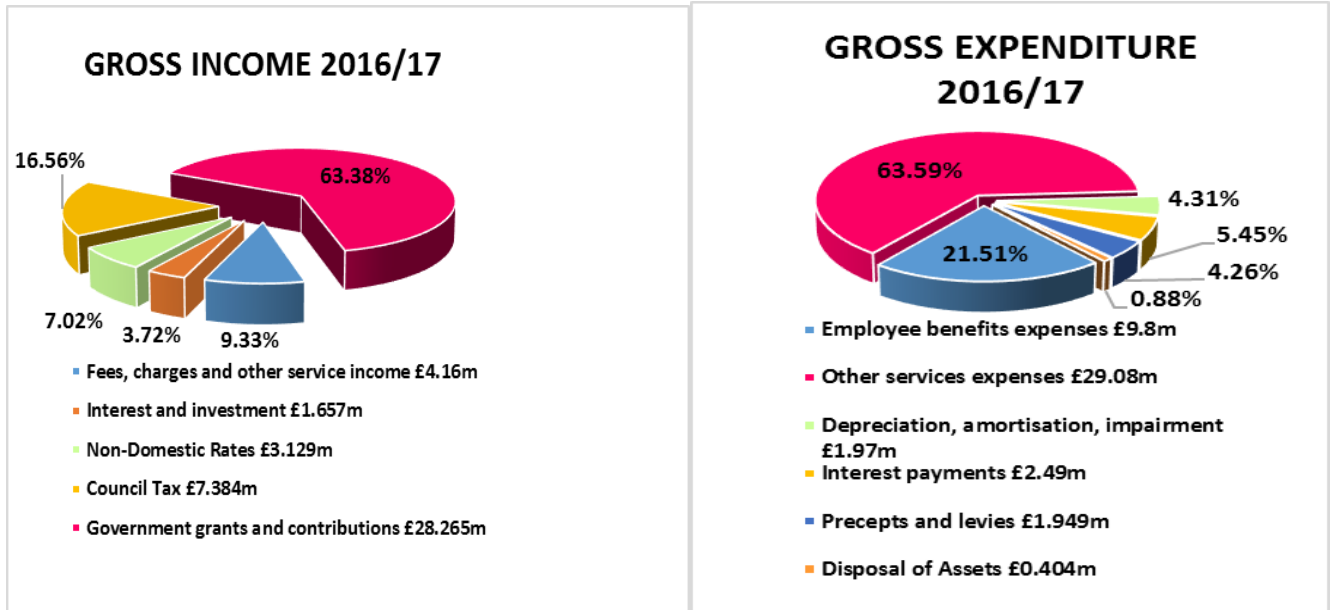
Democratic and Business Support - Civic Support, Apprentices, Democratic Representation, Elections, Financial Services, Support Services-Corporate, Legal Services, Communications, Human Resources.

Economic Development and Neighbourhoods - Community Action, Development Management, Economic Development, General Grants.

Housing and Regeneration - Car Parks, Community Safety, Culture Heritage & Leisure, Emergency Planning, Property Services, Homelessness & Housing, Public Conveniences, Tourism.

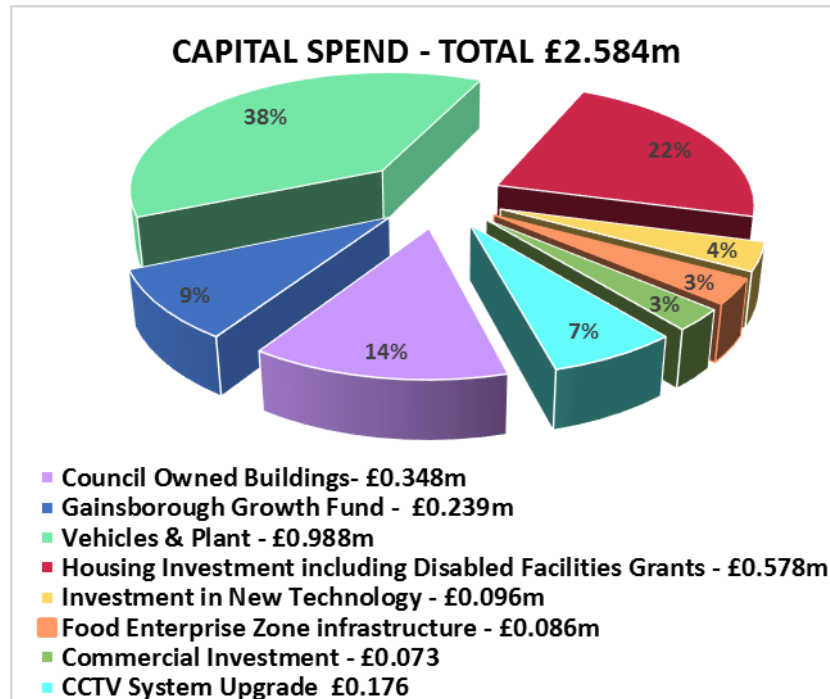
Organisational Transformation - Business Improvement & Commercial Development, Cemeteries and Churchyards, Systems Development, ICT Services, Parks and Open Spaces.

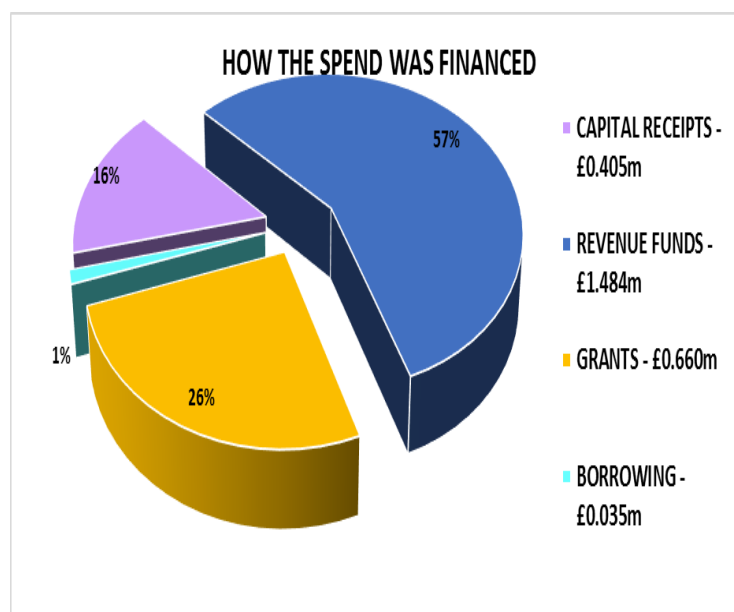
Gross income totalled £27.771m (28.815m 2015/16), and gross revenue spending on services was £40.885m (£39.656m in 2015/16) analysed by type of income and expenditure in the graphs below;



The Capital Programme

Capital expenditure represents money spent by the Council to purchase, upgrade or improve assets such as buildings and vehicles, in addition to providing grant funding for these purposes. The distinction between capital and revenue expenditure is that the Council and its communities receive the benefit from capital expenditure over a number of years. The Council spent the year spent £2.584m during the year as detailed in the graph below;





The Council recognises the revenue impact of capital investment and monitors this closely as part of corporate monitoring processes. Business cases supporting the capital investment proposal includes all revenue impacts and these are assessed as part of the budget setting process to ensure that they are affordable.

Sources of funds - to meet future capital expenditure plans and other financial commitments

The capital programme is funded mainly from capital receipts, grants and contributions from revenue. Additional funding is provided by finance leases. However, in order to secure much needed investment in the district the Council has recognised that it will now need to borrow. The Council has approved the following capital programme funding plans for the period 1 April 2017 to 31 March 2022.

Funding	£'m
Grants & Contributions	8.819
Revenue Financing	14.012
Useable Capital Receipts	1.714
Prudential Borrowing	28.808
Total	53.353

Debt and Investments

The Council has no long term external borrowing nor was it necessary to undertake short term borrowing to meet cash flow requirements. The Council does however intend to undertake borrowing to support significant capital investments in future years.

At the end of the year the Council had £18.888m of investments (£20.683m 2015/16) which generated interest totalling £0.266m.

Material Liabilities Incurred

The majority of the employees of the Council are members of the Local Government Pension Scheme (LGPS). The liability for both statutory and discretionary pension benefits, measured on an IAS19 basis has increased over the year. At 31st March 2017 the Council's net liability

reported by the Actuary to the LGPS was £36.3826m (£28.876m in 15/16), an increase of £7.056m. This is mainly due to increases in actuarial financial assumptions.

More details of the IAS19 valuation are set out in Note 29 to the Financial Statements.

Significant provisions, contingencies and material write-offs

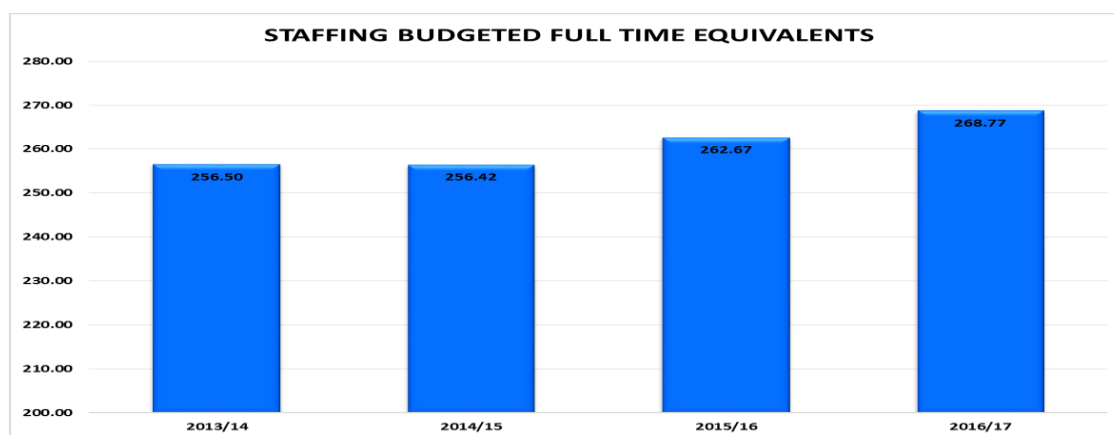
No significant contingencies or material write offs were recognised in 2016/17. However the Council has set aside provisions of £0.928m (£1.012m 2015/16) mainly in respect of appeals against NNDR rating assessments, possible outstanding legal cases and insurance.

Staffing Trends

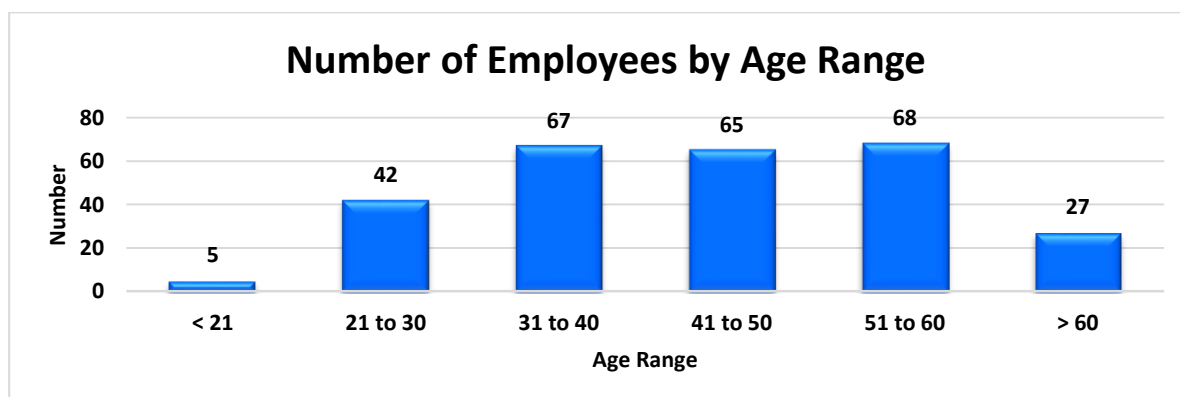
The Council has put considerable effort into its drive to become more efficient by reducing staffing numbers yet maintaining quality award winning services. This has been achieved by introducing a range of measures such as more flexible working, restructuring management and streamlining back office activities by the use of new technology.

The Council has 16 temporary/fixed term contract staff who provide additional resource for specific projects or service delivery.

There has been a slight increase in staff of 6 FTE during the year with the creation of a Spatial Planning Team.



The Council is conscious of the demographic of its employees and is keen to ensure business continuity by establishing a workforce development and training plan that will explore and support the organisational need for succession planning.



Of the total number of employees 45% are male and 55% are female.

Carbon Management Plan

The Council is committed to reducing energy usage and carbon emissions and has in place within its Carbon Management Plan carbon reducing projects and action plans to deliver this objective. Since 2008/09 CO₂ emissions have been reduced by over 20%. The plan aims to build on this success in order to achieve a target reduction of 35% which is an ambitious target.

8. RISK MANAGEMENT

The Council manages all risks via a formal Approved Code of Practice. As part of the process a comprehensive strategic risk register is maintained and processes are in place for risks identification and review. In addition to risk identification, mitigating actions are agreed to either terminate the risk or reduce its potential impact.

Financial risks are specifically identified and considered within the MTFP report as part of the budget setting process. These risks are then monitored by a number of methods depending upon the type of risk. For example, the risk of income targets not being achieved is monitored through monthly income monitoring and reporting is undertaken with a full review of fees and charges annually which incorporates trend analysis and future demand estimations.

Within the MTFP there are assumptions on savings targets in order to meet the budget shortfall expected over the term of the MTFP to 2021/22. Additional or unexpected income could result in a reduced focus on making savings elsewhere in the budget. The Council needs to monitor unexpected income to minimise any risk of additional unexpected items and the potential to impact on organisational focus to deliver the planned financial targets.

Business Cases for projects within wider Programmes of work, also identify risks and mitigations, these are monitored through a robust process with highlight reports being presented to the Entrepreneurial Board.

9. FUTURE OUTLOOK AND SIGNIFICANT SERVICES CHANGES

With regard to planned future developments, exciting times are ahead for the Council. With significant Capital investment to realise a revenue return in accordance with the Financial Strategy of becoming a self sufficient Council. Services continue to develop commercial acumen and identify ways in which to increase income, achieving efficiencies, and reduce costs. This may result in changes in the way we provide future services. The following are the key major developments on the near horizon:

- **Closer to the Customer programme**

As Customers remain our priority focus the Council is committed to ensuring they receive the best possible experience and service from the resources available. The Closer to the Customer programme is currently being undertaken and will include reviewing organisation structures, systems, processes, information and enabling technologies, creating a 'modern digital-lead business' that meets the customer's needs and expectations, through an excellent customer experience. It is anticipated that future savings and efficiencies will be delivered through this programme of work.

- **Economic Development and Housing Regeneration**

The Council has committed to a £5 million programme of regeneration for Gainsborough to rejuvenate the town centre and riverside areas in addition to delivery of housing as part of

our successful bid for Housing Zone status. This will be delivered by working in partnership with a procured development company and other stakeholders ie the Housing and Communities Agency, Lincolnshire County Council, the Town Council etc with an aim to also attracting inward investment and with innovative solutions to funding requirements being considered, returns may be achievable.

The service continues to achieve success with grant bids, with the recently announced £6.5m of Greater Lincolnshire Local Enterprise Partnership funding resourcing regeneration and the development of a Food Enterprise Zone within the district, in addition to developing innovative ways in which to attract inward investment.

- **Commercial Property Acquisition**

The Council has recently agreed an Investment Policy enabling up to £20m to be invested in commercial property with the aim of generating a revenue return to support future sustainability in line with our Financial Strategy .

10. THE FINANCIAL STATEMENTS

As required by the Code the financial statements which follow consist of the following;

- **Expenditure and Funding Analysis (EFA)**

The accounts follow the prescribed Chartered Institute of Public Finance & Accountancy (CIPFA) format. As a result, the Comprehensive Income and Expenditure and the Statement and the Statement of Movement on the General Fund cannot easily be related to the Council's operational management structure, and the management accounts used for in-year budgetary control. A new statement, the Expenditure and Funding Analysis shows income and expenditure analysed over the Councils management structure via service Clusters.

- **Comprehensive Income and Expenditure Statement (CIES)**

Consolidates the total gains and losses experienced during the year and the total income and expenditure. The deficit on the Provision of Services totalled £1.134m (surplus of £0.798m 2015/16).

- **Movement in Reserves Statement (MIRS)**

Shows the movement in the year on the different reserves held by the Council, which are split between those that are available for the Council to spend (usable reserves) and those that have been created to reconcile the technical and statutory accounting (unusable reserves). The Council's useable reserves total £21.221m (£21.022m 2015/16).

- **Balance Sheet**

The Balance Sheet shows the Councils financial position at 31 March 2017. Showing assets and liabilities in the top part and below the Council's reserves (Net Worth) that match them. Our Net Worth is £4.082m (£10.611m 2015/16), with the movement between years mainly affected by the following;

Valuation of Long Term property assets

The Balance Sheet Non-Current Assets relates to property, plant and equipment and includes acquisitions and enhancements, changes in valuations, and disposals. These events have resulted in an overall carrying value of £20.975m, an increase of £1.113m from 2015/16. Further details are contained within Note14 to the Statement of Accounts.

Liabilities

A major liability included within long term liabilities relates the deficit on the pension fund which amounts to £36.382 an increase of £7.506m, this can be attributed to changes to actuarial financial assumptions. Further information on the pension's position is contained within Note 29 to the Statement of Accounts.

Reserves

Not all reserves can be used to deliver services and this is reflected by reporting reserves in two groups – 'usable' and 'unusable' reserves.

Unusable reserves are determined by technical accounting rules and are not available for use by the Council. These have risen by £6.874m to £17.285m mainly reflecting the change in the Pensions Reserve.

Usable reserves have increased by £0.199m to £21.221m.

The Council has adequate revenue balances to provide financial security and a safety mechanism for unforeseen events, with the General Fund Balance (including Earmarked Reserves) being 25% of Net Operating Expenditure, which compares to our strategy minimum of 5%. The need for adequate reserves becomes even more important in view of the financial challenges faced by Councils. Reserves mitigate risks the Council is facing in any one year and which will depend upon the robustness of the estimates within the budgets, the adequacy of budgetary control and external factors such as inflation and interest rates. Such risks may also include changes in Government policy, further funding reductions and market factors.

Capital Reserves

Capital Receipts Reserve increases as a result of receipts from asset disposals and reduces as capital receipts are used to finance further capital investment. The reserve reduced from £2.983m to £2.895m. In addition Capital Grants Unapplied Reserve relates to grant received for a specific capital scheme. The reserve balance is £2.896m (£2.984m 2015/16).

- **Cash Flow Statement**

The Cash Flow Statement represents the Council's movement in cash (and cash equivalents) during the year. It shows that there has been a decrease in cash of £1.763m to £7.222m as cash is expended on capital investments.

- **Supplementary financial statements**

The Collection Fund represents the council taxes and business rates collected by West Lindsey District Council on behalf of those authorities responsible for services within the district, and Central Government, and the way in which these monies have been distributed among the authorities and Central Government to finance their expenditure.

Ian Knowles (S151 Officer)

Director of Resources

STATEMENT OF RESPONSIBILITIES FOR THE STATEMENT OF ACCOUNTS

1 COUNCIL'S RESPONSIBILITIES

The Council is required to:

- Make arrangements for the proper administration of its financial affairs and to secure that one of its Officers has the responsibility for the administration of those affairs. In this Council, 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.

2 CHIEF FINANCE OFFICER'S RESPONSIBILITIES

The Chief Finance Officer is responsible for the preparation of the Council's Statement of Accounts in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2016/17 (the CODE).

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

- selected suitable Accounting Policies and then applied them consistently;
- made judgements and estimates that were reasonable and prudent;
- complied with the Local Authority Code of Practice.
- kept proper accounting records which were up to date;
- taken responsible steps for the prevention and detection of fraud and other irregularities.

CERTIFICATION OF THE ACCOUNTS

I certify that the Statement of Accounts for 2016/17 presents a true and fair view of the financial position of West Lindsey District Council at 31 March 2016 and its income and expenditure for the year ended 31 March 2017.

Signed: 
Ian Knowles, Director of Resources (S151)
West Lindsey District Council

Date:

31st MAY 2017

Approval of the Accounts

In accordance with the Accounts and Audit Regulations 2015, I certify that the Statement of Accounts will be approved by the Governance and Audit Committee in September 2017.

Signed:
Chairman of Governance and Audit Committee
West Lindsey District Council

Date:

EXPENDITURE AND FUNDING ANALYSIS

This analysis shows how annual expenditure is used and funded from resources (government grants, council tax and business rates) by Councils in comparison with those resources consumed or earned by Councils in accordance with generally accepted practices. The Expenditure and Funding Analysis also shows how this expenditure is allocated for decision making purposes between the Council's different categories of expenditure and income. Income and expenditure accounted for under generally accepted accounting practices is presented more fully in the Comprehensive Income and Expenditure Statement. Further analysis can be found in Note 8.

Net Expenditure Chargeable to General Fund £'000	Adjustments between Funding and Accounting Basis £'000	Net Expenditure in the Comprehensive Income & Expenditure £'000		Net Expenditure Chargeable to General Fund £'000	Adjustments between Funding and Accounting Basis £'000	Net Expenditure in the Comprehensive Income & Expenditure Statement £'000
618	49	667	Corporate Management	605	35	640
2,175	457	2,632	Commercial	2,513	312	2,825
1,191	239	1,430	Customer First	1,449	151	1,600
2,757	(530)	2,227	Democratic & Business Support	2,592	(292)	2,300
1,351	(584)	767	Economic Development and Neighbourhoods	1,822	410	2,232
1,675	321	1,996	Housing and Regeneration	1,515	768	2,283
982	140	1,122	Organisational Transformation	1,062	172	1,234
10,749	92	10,841	Net Cost of Services	11,558	1,556	13,114
(13,493)	1,854	(11,639)	Other Income and Expenditure	(12,168)	188	(11,980)
(2,744)	1,946	(798)	(Surplus) or Deficit	(610)	1,744	1,134
(14,818)		0	Impairment Losses on Non-Current Assets Charged to Revaluation Reserve (Note 12)	(17,562)		
(2,744)			Opening General Fund Balance 31 March 2016	(610)		
(17,562)			Closing General Fund Balance 31 March 2017	(18,172)		

MOVEMENT IN RESERVES STATEMENT

This statement shows the movement from the start of the year to the end on the different reserves held by the Council, analysed into 'usable reserves' (i.e. those that can be used to fund expenditure or reduce local taxation) and other 'unusable' reserves. The Movement in Reserves Statement shows how the movements in year of the Council'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 movements in the year following those adjustments. The Council's useable reserves total £21.221m (£21.022m in 2015/16). Further information can be found in Note 7 and Note 9.

Movement in Reserves during 2016/17

	General Fund Balance £'000	Capital Receipts Reserve £'000	Capital Grants Unapplied £'000	Total Usable Reserves £'000	Unusable Reserves £'000	Total Council Reserves £'000
Balance at 31 March 2016	(17,562)	(2,984)	(476)	(21,022)	10,411	(10,611)
Total Comprehensive Income and Expenditure	1,134	0	0	1,134	5,395	6,529
Adjustment from income & expenditure charged under accounting basis to the funding basis	(1,744)	88	323	(1,333)	1,333	0
(Increase)/Decrease in 2016/17	(610)	88	323	(199)	6,728	6,529
Balance at 31 March 2017 carried forward	(18,172)	(2,896)	(153)	(21,221)	17,139	(4,082)

MOVEMENT IN RESERVES STATEMENT

Movement in Reserves during 2015/16 (Restated)

	General Fund Balance (Restated) £'000	Capital Receipts Reserve £'000	Capital Grants Unapplied £'000	Total Usable Reserves £'000	Unusable Reserves £'000	Total Council Reserves £'000
Balance at 31 March 2015	(14,818)	(2,407)	(486)	(17,711)	18,714	1,003
Total Comprehensive Income and Expenditure	(798)	0	0	(798)	(10,816)	(11,614)
Adjustment from income & expenditure charged under accounting basis to the funding basis	(1,946)	(577)	10	(2,513)	2,513	0
(Increase)/Decrease in 2015/16	(2,744)	(577)	10	(3,311)	(8,303)	(11,614)
Balance at 31 March 2016 carried forward	(17,562)	(2,984)	(476)	(21,022)	10,411	(10,611)

This statement has been restated into the new format. No amounts have been amended

Comprehensive Income and Expenditure Statement

This statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices, rather than the amount to be funded from taxation. Councils raise taxation to cover expenditure in accordance with the statutory requirements; this may be different from the accounting cost. The taxation position is shown both in the Expenditure and Funding Analysis (EFA) and the Movement in Reserves Statement (MIRS). The deficit on the Provision of Services totalled £1.134m (surplus of £0.798m in 2015/16)

2015/16 (Restated)				Note	2016/17		
Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000			Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000
667	0	667	Corporate Management		640	0	640
2,925	(293)	2,632	Commercial		3,274	(449)	2,825
25,925	(24,495)	1,430	Customer First		25,801	(24,201)	1,600
2,380	(153)	2,227	Democratic & Business Support		2,356	(56)	2,300
2,661	(1,894)	767	Economic Development and Neighbourhoods		3,581	(1,349)	2,232
3,968	(1,972)	1,996	Housing and Regeneration		3,992	(1,709)	2,283
1,130	(8)	1,122	Organisational Transformation		1,241	(7)	1,234
39,656	(28,815)	10,841	Cost of Services		40,885	(27,771)	13,114
		2,073	Other Operating Expenditure	11			2,353
		739	Financing and Investment	12			833
		(14,451)	Income and Expenditure				
			Taxation and Non-Specific Grant	13			(15,166)
			Income And Expenditure				
		(798)	(Surplus) or Deficit on Provision of Services				1,134
			Items that will not be reclassified to the (Surplus) or Deficit on the Provision of Services				
		(3,669)	(Surplus) or Deficit on Revaluation of Property, Plant & Equipment Assets	14			(1,069)
		(7,026)	Remeasurement of the net defined benefit liability/(asset)	21			6,431
		(10,695)					5,362
			Items that may be reclassified to the (Surplus) or Deficit on the Provision of Services				
		(121)	(Surplus) or deficit on revaluation of available for sale financial assets	21			33
		(10,816)	Other Comprehensive Income and Expenditure				5,395
		(11,614)	Total Comprehensive Income and Expenditure				6,529

BALANCE SHEET

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

31 March 2016 £'000		Notes	31 March 2017 £'000
19,862	Property, Plant & Equipment	14	20,974
164	Investment Properties		164
156	Intangible Assets		127
0	Heritage Assets		44
2,175	Long Term Investments	15	2,135
10	Long Term Investments -Other	15	48
310	Long Term Debtors	15	180
22,677	TOTAL LONG TERM ASSETS		23,672
9,512	Short Term Investments	15	9,531
35	Assets Held For Sale		0
79	Inventories		84
3,094	Short Term Debtors	16	4,106
8,985	Cash and Cash Equivalents	17	7,222
21,705	TOTAL CURRENT ASSETS		20,943
(2,918)	Short Term Creditors	18	(2,242)
(995)	Short Term Provisions	19	(917)
(218)	Short Term Finance Lease Liability	28	(96)
(4,131)	TOTAL CURRENT LIABILITIES		(3,255)
(17)	Long Term Provisions	19	(11)
(128)	Long Term Finance Lease Liability	28	(32)
(28,876)	Net Pensions Liability	29	(36,382)
(619)	Grants Receipts in Advance - Capital	25	(853)
(29,640)	TOTAL LONG TERM LIABILITIES		(37,278)
10,611	TOTAL NET ASSETS/(LIABILITIES)		4,082
(21,022)	Usable Reserves	20	(21,221)
10,411	Unusable Reserves	21	17,139
(10,611)	TOTAL RESERVES		(4,082)

CASH FLOW STATEMENT

The Cash Flow Statement represents the Council's movement in cash (and cash equivalents) during the year. Cash flows from operating activities are cash generated and expended from the Council's core business activities. Investing activities are those activities which include capital expenditure and acquisitions which are intended to contribute to the Council's future service delivery. The movement in overall cash is a decrease of £1.763m (decrease of £1.075m 2015/16). Cash flows arising from financing activities such as the issue and repayment of debt are useful in predicting claims on future cash flows by providers of capital (i.e. borrowing) to the Council.

2015/16 (Restated) £'000		2016/17 £'000
798	Net Surplus or (Deficit) on the Provision of Services	(1,134)
744	Depreciation of Property, Plant and Equipment	759
85	Impairment and downward valuations	296
49	Amortisation of Intangible Assets	47
(164)	(Increase)/Decrease in Creditors	(1,241)
(234)	Increase/(Decrease) in Debtors	(546)
(47)	Increase/(Decrease) in Inventories (Stock)	(5)
1,186	Movement in Pension Liability	1,075
6	Carrying amount of non-current assets and non-current Assets Held For Sale, sold or derecognised	424
511	Other non cash items charged to the net surplus or deficit on the Provision of Services	11
2,136	Adjustments to net surplus or deficit on the Provision of Services for non-cash movements	820
(1,374)	Adjust for items included in the net surplus or deficit on the provision of services that are investing or financing activities	(357)
1,560	Net Cash Flows from Operating Activities	(671)
(327)	Purchase of Property, Plant and Equipment, Investment Property and Intangible Assets	(1,624)
(14,000)	Purchase of short-term (not considered to be cash equivalents) and long-term Investments	(14,538)
(237)	Other payments for investing activities	(35)
0	Proceeds from the sale of Property, Plant and Equipment, Investment Property and Intangible Assets	20
11,510	Proceeds from short-term (not considered to be cash equivalents) and long-term Investments	14,500
2,087	Other receipts from investing activities	846
(967)	Net cash flows from investing activities	(831)
(30)	Other receipts from financing activities	(35)
(1,410)	Other payments from financing activities	(8)
(228)	Cash payments for the reduction of the outstanding liabilities relating to Finance Leases	(218)
(1,668)	Net cash flows from financing activities	(261)
(1,075)	Net increase or (decrease) in cash and cash equivalents	(1,763)
10,060	Cash and cash equivalents at the beginning of the reporting period	8,985
8,985	Cash and cash equivalents at the end of the reporting period Note 17	7,222

Note: The Council discovered a small number of presentational errors in the 2015/16 Cash Flow figures. These related mainly to the "Purchase of property, plant and equipment, investment property and intangible assets" line that had been shown as a positive sum of £0.842m when in fact it should have been a negative sum of £0.327m. A corresponding adjustment was required to the "Adjustments for items included in the net surplus or deficit on the provision of services that are investing or financing activities" line.

NOTES TO THE ACCOUNTS

1. ACCOUNTING POLICIES

i General Principles

The Statement of Accounts summarises the Council's transactions for the 2016/17 financial year and its position at the year-end of 31 March 2017. The Council is required to prepare an annual Statement of Accounts by the Accounts and Audit Regulations 2015, which require them to be prepared in accordance with proper accounting practices. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2016/17 (The Code) and the Service Reporting Code of Practice 2016/17, supported by the International Financial Reporting Standards (IFRS) and statutory guidance issued under Section 12 of the Local Government Act 2003.

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.

ii Accruals of Income and Expenditure

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

- Revenue from the sale of goods is recognised when the Council transfers the significant risks and rewards of ownership to the purchaser and it is probable that economic benefits or service potential associated with the transaction will flow to the Council.
- Revenue from the provision of services is recognised when the Council can measure reliably the percentage of completion of the transaction and it is probable that economic benefits or service potential associated with the transaction will flow to the Council.
- Supplies are recorded as expenditure when they are consumed – where there is a gap between the date supplies are received and their consumption they are carried as inventories on the Balance Sheet.
- Expenses in relation to services received, (including services provided by employees) are recorded as expenditure when the services are received rather than when payments are made. Expenses incurred, which relate to employees, are not accrued for as they are considered to be relatively stable year on year and omitting them would not result in a material error.
- Interest receivable on investments is accounted for as income 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 income 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.

iii Acquired Operations

All operations acquired in year will be treated in line with the Council's accounting policies and if material disclosed separately on the face of the Comprehensive Income and Expenditure Statement.

iv Cash and Cash Equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in 3 months or less from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

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

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

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

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

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

vi Charges to Revenues for Non-Current Assets

Services and support services are debited with the following amounts to record the cost of holding fixed assets during the year:

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

The Council is not required to raise council tax to fund depreciation, revaluation and impairment losses or amortisations. However it is required to make an annual contribution from revenue towards the reduction in its overall borrowing requirement equal to an amount calculated on a prudent basis determined by the Council in accordance with statutory guidance.

The Council has assessed the Minimum Revenue Provision (MRP) in accordance with the guidance issued by the Secretary of State under section 21(1A) of the Local Government Act 2003. Any charge in 2016/17 is for either new borrowing under the prudential system, based on the asset life method, or relates to the Council's current credit arrangements for Finance Leases for which the outstanding liabilities are repaid over the term of the agreement.

Depreciation, revaluation and impairment losses and amortisations are therefore replaced by the contribution in the General Fund Balance, by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement for the difference between the two.

vii Council Tax and Non-Domestic Rates

Billing authorities act as agents, collecting council tax and non-domestic rates (NDR) on behalf of the major preceptors (including government for NDR) and, as principals, collecting council tax and NDR for themselves. Billing authorities are required by statute to maintain a separate fund (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.

The council tax and NDR income included in the Comprehensive Income and Expenditure Statement is the Council's share of accrued income for the year. However, regulations determine the amount of council tax and NDR that must be included in the Council'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 Council'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.

viii Employee Benefits

The Council accounts for employment and post-employment benefits when employees earn them and the Council is committed to providing them, even if the actual provision might be many years into the future. Employee benefits are accounted for in the following four categories:

a) Benefits Payable During Employment

Short-term employee benefits are those due to be settled payable within twelve months of the Balance Sheet date and include, wages, salaries, social security contributions, paid annual leave and paid sick leave, bonuses and non-monetary benefits, and similar payments and are

recognised as an expense for services in the year in which employees render service to the Council.

An accrual is made for the 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 benefits are charged to revenue in the financial year in which the holiday absence occurs.

b) Termination Benefits

Termination benefits are amounts payable as a result of a decision by the Council to terminate an officer's employment before the normal retirement date or an officer's decision to accept voluntary redundancy and are charged on an accruals basis to the relevant service line (or in discontinued operations) in the Comprehensive Income and Expenditure Statement at the earlier of when the Council can no longer withdraw the offer of those benefits or when the Council recognises costs for a restructuring.

Where termination benefits involve the enhancement of pensions, statutory provisions require the General Fund balance to be charged with the amount payable by the Council to the pension fund or pensioner in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, appropriations are required to and from the Pensions Reserve to remove the notional debits and credits for pension enhancement termination benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end.

c) Post – Employment Benefits

Employees of the Council are eligible to be members of the Local Government Pension Scheme (LGPS) Lincolnshire Pension Fund, administered by Lincolnshire County Council. The scheme provides defined benefits to members (retirement lump sums and pensions), earned as employees work for the Council.

d) The Local Government Pension Scheme

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

- Liabilities of the Lincolnshire Pension Fund attributable to the Council are included in the Balance Sheet on an actuarial basis using the projected unit method – i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates, etc. and projections of projected earnings for current employees.
- Liabilities are discounted to their value at current prices, using a discount rate of 2.6% (determined by reference to market yields at the end of the reporting period on high quality corporate bonds (iBoxx AA over 15 year index).
- The assets of the Lincolnshire Pension Fund attributable to the Council are included in the Balance Sheet at fair value:

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

The assessment process takes the most recent triennial actuarial valuation and updates it to reflect current conditions.

The change in the net pensions liability is analysed into seven 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 Costs – the increase in liabilities as a result of a scheme amendment or a decision whose effect relates to years of service earned in earlier years (curtailment) – debited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement.

Net Interest – on the net defined benefit liability/asset, i.e. net interest expense for the Council – the change during the period in the net defined benefit liability/asset that arises from the passage of time charged to the Financing and Investment Income and Expenditure line of the Comprehensive Income and Expenditure Statement – this is calculated by applying the discount rate used to measure the defined benefit obligation at the beginning of the period to the net defined benefit liability/asset at the beginning of the period taking into account any changes in the net defined benefit liability/asset during the period as a result of contribution and benefit payments.

Remeasurement comprising:

Return on scheme assets – excluding amounts included in net interest on the net defined benefit liability/asset – charged to the Pensions Reserve as Other Comprehensive Income and Expenditure.

Actuarial gains and losses - changes in net pension 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 Pension Reserve as Other Comprehensive Income and Expenditure.

Contributions paid to the Lincolnshire 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 Pension 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.

Further information can be found in the Lincolnshire Local Government Pension Fund Annual Report. Which is available from:

**The Resources Directorate
Lincolnshire County Council,
County Offices
Newland,
Lincoln, LN1 1YG**

ix Events after the Reporting Period

Events after the balance sheet date are those events, favourable and unfavourable, that occur between the balance sheet date and the date when the financial statements are 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.

x Financial Instruments

Financial Liabilities

Financial liabilities are recognised on the Balance Sheet when the Council becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value

and are carried at their amortised cost. Annual charges to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest payable are based on the carrying amount of the liability, multiplied by the effective rate of interest for the instrument. The effective interest rate is the rate that exactly discounts estimated future cash payments over the life of the instrument to the amount at which it was originally recognised.

Financial liabilities are classified into two types:

- amortised cost – liabilities that are not held for trading, such as operational creditors and borrowings; and
- fair value through profit or loss – liabilities held for trading.

The Council currently only has liabilities carried at amortised cost relating to Finance Leases, this means that the amount presented in the Balance Sheet is the outstanding principal repayable (plus accrued interest); and interest charged to the Comprehensive Income and Expenditure Statement is the amount payable for the year according to the lease agreement.

Financial Assets

Financial assets are classified into two types;

- loans and receivables – assets that have fixed or determinable payments but are not quoted in an active market; and
- Available-for-sale assets that have a quoted market price and/or do not have fixed or determinable payments.

Loans and receivables

Loans and receivables are recognised on the Balance Sheet when the Council becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value. They are subsequently measured at the amortised costs. Annual credits to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest receivable are based on the carrying amount of the asset multiplied by the effective rate of interest for the instrument. For most of the loans that the Council has made this means that the amount presented on the Balance Sheet is the outstanding principal receivable (plus accrued interest) and interest credited to the Comprehensive Income and Expenditure Statement as the amount receivable for the year in the loan agreement.

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

Any gains and losses that arise on the derecognition of an asset are credited or debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement.

Available for Sale Assets

Available-for-sale assets are recognised on the Balance Sheet when the Authority becomes a party to the contractual provisions of a financial instrument and are initially measured and carried at fair value.

Where the asset has fixed or determinable payments, annual credits to the Financing and Investing Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest receivable are based on the amortised cost of the asset multiplied by the effective rate of interest for the instrument.

Where there are no fixed or determinable payments, income (e.g. dividends) is credited to the Comprehensive Income and Expenditure Statement when it becomes receivable by the Authority.

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

- instruments with quoted market prices – the market price
- other instruments with fixed and determinable payments – discounted cash flow analysis
- equity shares with no quoted market prices – independent appraisal of company valuations.

The inputs to the measurement techniques are categorised in accordance with the following three levels:

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

Changes in fair value are balanced by an entry in the Available-for-Sale Reserve and the gain/loss is recognised in the Surplus or Deficit on the Revaluation of Available-for-Sale Financial Assets. The exception is where impairment losses have been incurred - these are debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement along with any net gain or loss for the asset accumulated in the Available-for-Sale Reserve.

Where assets are identified as impaired because of a likelihood arising from a past event that payments are due under the contract will not be made (fixed or determinable payments) or fair

value falls below cost, the asset is written down and a charge made to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. If the asset has fixed or determinable payments, the impairment loss is measured as the difference between the carrying amount and the present value of the revised future cash flows discounted at the asset's original effective interest rate. Otherwise, the impairment loss is measured as any shortfall of fair value against the acquisition cost of the instrument (net of any principal repayment and amortisation).

Any gains and losses that arise on the derecognition of the asset are credited or debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement, along with any accumulated gains or losses previously recognised in the Available-for-Sale Reserve.

Where fair value cannot be measured reliably, the instrument is carried at cost (less any impairment losses).

xi Government Grants and Contributions

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

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

Amounts recognised as due to the Council are not credited to the Comprehensive Income and Expenditure Statement until conditions attached to the grant or contribution have been satisfied. Conditions are stipulations that specify that the future economic benefits or service potential embodied in the asset acquired using 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 or 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 or Taxation and Non-Specific Grant Income (non-ring fenced revenue grants and all capital grants) in the Comprehensive Income and Expenditure Statement.

xii Heritage Assets – General

The Council holds Civic Regalia as a Heritage Asset

Heritage assets are recognised and measured (including the treatment of valuation gains and losses) in accordance with the council's policies on property, plant and equipment. However, some of the measurement rules are relaxed in relation to heritage assets as detailed below.

The carrying amount of heritage assets are reviewed where there is evidence of impairment for heritage assets, e.g. where an item has suffered physical deterioration or breakage or where doubts arise as to its authenticity. Any impairment is recognised and measured in accordance with the council's general policies on impairment – (see Accounting Policy xviv Property Plant and Equipment) in this summary of significant accounting policies.

xiii Intangible Assets

Expenditure on non-monetary assets that do not have physical substance but are controlled by the Council as a result of past events (eg software licences, rights to use land) is capitalised when it is expected that future economic benefits or service potential will flow from the intangible asset to the Council. All such expenditure is accounted for on an accruals basis and capitalised as a non-current asset.

Internally generated assets are capitalised where it is demonstrable that the project is technically feasible and is intended to be completed (with adequate resources being available) and the Council will be able to generate future economic benefits or deliver service potential by being able to sell or use the asset. Expenditure is capitalised where it can be measured reliably as attributable to the asset and is restricted to that incurred during the development phase (research expenditure cannot be capitalised).

Expenditure on the development of websites is not capitalised if the website is solely or primarily intended to promote or advertise the Council's goods or services.

Intangible assets are measured initially at cost. Amounts are only revalued where the fair value of the assets held by the Council can be determined by reference to an active market. In practice, no intangible asset held by the Council meets this criterion, and they are therefore carried at amortised cost. The depreciable amount of an intangible asset is amortised over its useful life to the relevant service line(s) in the Comprehensive Income and Expenditure Statement. An asset is tested for impairment whenever there is an indication that the asset might be impaired – any losses recognised are posted to the relevant service line(s) in the Comprehensive Income and Expenditure Statement. Any gain or loss arising on the disposal or abandonment of an intangible asset is posted to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement.

Where expenditure on intangible assets qualifies as capital expenditure for statutory purposes, amortisation, impairment losses and disposal gains and losses are not permitted to have an impact on the General Fund Balance. The gains and losses are therefore reversed out of the General Fund Balance in the Movement in Reserves Statement and posted to the Capital Adjustment Account and (for any sale proceeds greater than £10,000) the Capital Receipts Reserve.

xiv Inventories and long-term contracts

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

Long term contracts are accounted for on the basis of charging the Surplus or Deficit on the Provision of Services with the value of works and services received under the contract during the financial year.

xv Investment Properties

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

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

Rentals received in relation to investment properties are credited to the Financing and Investment Income line and result in a gain for the General Fund Balance. However, revaluation and disposal gains and losses are not permitted by statutory arrangements to have an impact on the General Fund Balance. The gains and losses are therefore reversed out of the General Fund Balance in the Movement in Reserves Statement and posted to the Capital Adjustment Account and for any sale proceeds (greater than £10,000) the Capital Receipts Reserve.

xvi Joint Operations

Joint operations are arrangements where the parties that have joint control of the arrangement have rights to the assets and obligations for the liabilities relating to the arrangement. The activities undertaken by the Council in conjunction with other joint operators involve the use of the assets and the resources of those joint operators. In relation to its interest in a joint operation, the Council as a joint operator recognises:

- its assets, including its share of any assets held jointly
- its liabilities, including its share of any liabilities incurred jointly
- its revenue from the sale of its share of the output arising from the joint operation
- its share of the revenue from the sale of the output by the joint operation
- its expenses, including its share of any expenses incurred jointly

xvii Leases

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

Where a lease covers both land and buildings, the land and buildings elements are considered separately for classification.

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

The Council as Lessee

Finance Leases

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

Lease payments are apportioned between:

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

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

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

Operating Leases

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

The Council as Lessor

Finance Leases

Where the Council grants a finance lease over a property or an item of plant or equipment, the relevant asset is written out of the Balance Sheet as a disposal. At the commencement of the lease, the carrying amount of the asset in the Balance Sheet (whether Property, Plant and Equipment or Assets Held for Sale) is written off to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal. A gain, representing the Council's net investment in the lease, is credited to the same line in the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal (i.e. netted off against the carrying value of the asset at the time of disposal), matched by a lease (long-term debt) asset in the Balance Sheet.

Lease rentals receivable are apportioned between:

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

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

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

Operating Leases

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

xviii Overheads and Support Services

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

xviv Property Plant and Equipment

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

Recognition

Expenditure on the acquisition, creation or enhancement of Property, Plant and Equipment is capitalised on an accruals basis, provided that it is possible that the future economic benefits or service potential associated with the item will flow to the Council and the cost of the item can be measured reliably. Expenditure that maintains but does not add to an assets potential to deliver future economic benefits or service potential (e.g. repairs and maintenance) is charged as an expense when it is incurred.

Measurement

Assets are initially measured at cost, comprising;

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

The Council does not capitalise borrowing costs incurred whilst assets are under construction.

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

Donated assets are measured initially at fair value. The difference between fair value and any consideration paid is credited to the Taxation and Non-Specific Grant Income line of the Comprehensive Income and Expenditure Statement, unless the donation has been made conditionally. Until conditions are satisfied, the gain is held in the Donated Assets Account. Where gains are credited to the Comprehensive Income and Expenditure Statement, they are reversed out of the General Fund Balance to the Capital Adjustment Account in the Movement in Reserves Statement.

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

- infrastructure assets, community assets and assets under construction – depreciated historical cost

- surplus assets - the current value measurement base is fair value, estimated at highest and best use from a market participant's perspective
- all other assets – current value, determined as the amount that would be paid for the asset in its existing use (existing use value – EUV)

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

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

Assets included in the Balance Sheet at current value are revalued sufficiently regularly to ensure that their carrying amount is not materially different from their fair value at the year-end, but as a minimum every five years.

Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains. Exceptionally, gains might be credited to the CIES where they arise from the reversal of a loss previously charged to a service.

Where decreases in value are identified, they are accounted for by:

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

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

Impairment

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

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

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

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

Depreciation

Depreciation is provided for on all Property, Plant and Equipment assets by the systematic allocation of their depreciable amounts over their useful lives commencing in the first full year that the asset is included in the Council's accounts. An exception is made for assets without a determinable useful life (i.e. freehold land and certain Community Assets) and assets that are not yet available for use (i.e. assets under construction).

Depreciation is calculated on the following bases:

- dwellings and other buildings – straight line allocation over the life of the property as estimated by the valuer with the exception of a number of leased shops, where the remaining term of the lease has been used
- Vehicles, plant and equipment – straight line allocation over the life of the asset, as advised by a suitably qualified officer
- Infrastructure – straight line allocation.

Asset Useful Economic Lives assumed

Assets	Useful Life Range (years)
Offices/Leisure Centre	20 to 60
Depots & Stores	46
Shops	48
Public Conveniences	39 to 46
CCTV Systems/IT Equipment/Wheeled Bins/Office Equipment	1 to 12
Vehicles/Bin Lifters	1 to 7
Infrastructure Assets	21 to 32
Dwellings	46

Where an item PPE asset has major components whose cost is significant in relation to the total cost of the item, the components are depreciated separately. Materiality levels have been assessed and a materiality level of £0.5m for major components has been applied.

Revaluation gains are also depreciated, with an amount equal to the difference between current value depreciation charged on assets and the depreciation that would have been

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

Disposals and Non-current Assets Held for Sale

When it becomes probable that the carrying amount of an asset will be recovered principally through a sale transaction rather than through its continuing use, it is reclassified as an Asset Held for Sale. The asset is revalued immediately before reclassification and then carried at the lower of this amount and fair value less costs to sell. Where there is a subsequent decrease to fair value less costs to sell, the loss is posted to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement. Gains in fair value are recognised only up to the amount of any previous losses recognised in the Surplus or Deficit on Provision of Services. Depreciation is not charged on Assets Held for Sale.

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

When an asset is disposed of or decommissioned, the carrying amount of the asset in the Balance Sheet (whether Property, Plant and Equipment or Assets Held for Sale) is written off to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal. Receipts from disposals (if any) are credited to the same line in the CIES also as part of the gain or loss on disposal (i.e. netted off against the carrying value of the asset at the time of disposal). Any revaluation gains accumulated for the asset in the Revaluation Reserve are transferred to the Capital Adjustment Account.

Amounts received for a disposal in excess of £10,000 are categorised as capital receipts and credited to the Capital Receipts Reserve. The balance on the Capital Receipts Reserve can then only be used for new capital investment or set aside to reduce the Council's underlying need to borrow (the Capital Financing Requirement). Receipts are appropriated to the Reserve from the General Fund Balance in the Movement in Reserves Statement.

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

xx Provisions, Contingent Liabilities and Contingent Assets

Provisions

Provisions are made where an event has taken place that gives the Council a legal or constructive obligation that probably requires settlement by a transfer of economic benefits or service potential, and a reliable estimate can be made of the amount of the obligation. For instance the Council may be involved in the making of a settlement or the payment of compensation.

Provisions are charged as an expense to the appropriate service line in the Comprehensive Income and Expenditure Statement in the year that the Council becomes aware of the obligation, and are measured at the best estimate at the balance sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Balance Sheet. Estimated settlements are reviewed at the end of each financial year – where it becomes less than probable that a transfer of economic benefits will now be required or a lower settlement than anticipated is made, the provision is reversed and credited back to the relevant service.

Where some or all of the payment required to settle a provision is expected to be recovered from another party, this is only recognised as income for the relevant service if it is virtually certain that reimbursement will be received if the Council settles the obligation.

Contingent liabilities

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

Contingent liabilities are not recognised in the Balance Sheet but disclosed in a note to the accounts.

Contingent assets

A contingent asset arises where an event has taken place that gives the authority a possible asset whose existence will only be confirmed only by the occurrence or otherwise of uncertain future events, not wholly within the control of the Council.

Contingent assets are not recognised in the Balance Sheet but disclosed in a note to the accounts where it is probable that there will be an inflow of economic benefits or service potential.

xxi Reserves

The Council sets aside specific amounts as reserves for future policy purposes or to cover contingences. Reserves are created by appropriating amounts out of the General Fund Balance in the Movement in Reserves Statement. When expenditure to be financed from a reserve is incurred, it is charged to the appropriate service in that year to score against the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement. The reserve is then appropriated back into the General Fund Balance in the Movement in Reserves Statement so that there is no net charge against council tax for the expenditure.

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

xxii Revenue Expenditure Funded From Capital Under Statute

Expenditure incurred during the year that may be capitalised under statutory provisions but does not result in the creation of a non-current asset has been charged as expenditure to the relevant service in the CIES in the year. Where the Council has determined to meet the cost of this expenditure from existing capital resources or by borrowing, a transfer in the Movement in Reserves Statement from the General Fund Balance to the Capital Adjustment Account then reverses out the amounts charged so that there is no impact on the level of council tax.

xxiii Value Added Tax (VAT)

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

xxiv Fair Value Measurement

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

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

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

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

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

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

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

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

The following Accounting Standards and amendments have been issued but will not be adopted until the 2017/18 financial year.

- a) Amendments to IFRS 10 *Consolidated Financial Statements*, IFRS 12 *Disclosures of Interest in other entities* and IAS 28 *Investments in Associates and Joint Ventures: Investment Entities – Applying the Consolidation Exception* (issued 18 December 2014).

The amendments to these standards do not apply to local authorities as they are not investment entities.

3 CRITICAL JUDGEMENTS IN APPLYING ACCOUNTING POLICIES

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

Future Government Funding

There is a high degree of uncertainty about future levels of funding for local government. However, the Council has determined that this uncertainty is not yet sufficient to provide an indication that the assets of the Council might be impaired as a result of a need to close facilities and reduce levels of service provision, nor that there is a risk to the Council being a going concern.

Leases

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

4 ASSUMPTIONS MADE ABOUT THE FUTURE AND OTHER MAJOR SOURCES OF ESTIMATION UNCERTAINTY

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

Items in the Council's Balance Sheet at 31 March 2017 for which there is a significant risk of material adjustment in the forthcoming financial year are:

Business Rates

Since the introduction of the Business Rates Retention Scheme effective from 1 April 2013, Local Authorities are liable for successful appeals against business rates charged to businesses in 2016/17 and earlier financial years in their proportionate share. Therefore, a provision has been recognised for the best estimate of the amount that businesses may have been overcharged up to March 2017. The estimate has been calculated using the Valuation Office (VOA) ratings list of appeals and the analysis of successful appeals to date when providing the estimate of total provision up to and including 31 March 2017.

Property Plant and Equipment.

Property assets are included on the basis of a review based valuation and assessed useful lives undertaken on 31 March 2017. Where possible the valuer has avoided applying indices to calculate the 31 March valuation.

The assessment of useful lives is subject to revision and the valuation would therefore be expected to change accordingly. The carrying value of these long term assets at the end of the reporting period was £20.974m (£19.862m 2015/16).

The impact of a change in valuation or useful life as at 31 March 2017 would affect the carrying value of the asset in the balance sheet and the subsequent charge for depreciation or impairment in the CIES.

Surplus Assets have been valued in accordance with IFRS13, at Fair Value, based on an estimate of the price at which a market transaction would take place between market participants for best use of the asset.

In valuing assets at fair value critical judgements have to be made including considerations such as uncertainty and risk. However, any significant changes in the assumptions could affect the fair value of surplus and investment asset carrying values on the balance sheet.

With regard to fair value estimates, where Level 1 inputs are not available, the Council employs RICS qualified valuers (Wilks, Head & Eve) to identify the most appropriate valuation techniques to determine fair value. All valuations are carried out in accordance with the methodologies and bases for estimation set out in the professional standards of the Royal Institution of Chartered Surveyors. The Council's valuation experts work closely with finance officers on a regular basis regarding all valuation matters.

Pensions Liability

The estimation of the net liability to pay pensions depends on a number of judgements relating to the discounts used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets. A firm of consulting Actuaries is engaged by Lincolnshire County Council, the administering authority for the Local Government Pension Scheme, to provide expert advice about the assumptions to be applied. During 2016/17 the Council's Actuaries advised that the net pension liability had increased by £7.506m. The table below illustrates the potential financial impact of changes in the specific assumptions applied by the Actuary in future years:

Pensions Liability Sensitivity to changes in assumptions

Sensitivity Analysis	Approx. % increase to Employer Liability	Approx. monetary amount (£000)
Change in Assumptions at 31 March 2017		
0.5% decrease in Real Discount Rate	9%	7,781
0.5% increase in Salary Increase Rate	1%	1,153
0.5% in the Pension Increase Rate	8%	6,517

The principal demographic assumption is the longevity assumption (i.e. member life expectancy). For sensitivity purposes the Actuary has estimated that a one year increase in life expectancy would approximately increase the Employer Liability by around 3-5%.

A full valuation of the Pension Scheme was undertaken during 2016/17, as at 31st March 2016.

Arrears

At 31st March 2017 the Council had arrears of £6.735m outstanding mainly in respect of sundry debtors, Business Rates and housing benefit overpayments debtors. A review of balances outstanding and recovery performance suggested an impairment allowance of £1.517m would be appropriate. However, if collection rates were to deteriorate additional allowance would be required.

5 MATERIAL ITEMS OF INCOME AND EXPENDITURE

For the purpose of this disclosure note the Council considers material items to be those greater than £750k. In 2016/17 the Council has no items of material income or expense to disclose.

6 EVENTS AFTER THE REPORTING PERIOD

The Statement of Accounts was authorised for issue by the Director of Resources (S151 Officer) on 14 September 2017. Events taking place after this date are not reflected in the financial statements or notes. Where events taking place before this date provided information about conditions existing as at 31 March 2017, the figures in the financial statements and notes have been adjusted in all material respects to reflect the impact of this information.

On 23 June 2016 the European Union (EU) referendum took place and the people of the UK voted to leave the EU. Article 50 of the EU was invoked in March 2017, this provides a 2 year window for exit negotiations. Until these negotiations are concluded the UK remains a full member of the EU and all rights and obligations of EU membership remain in force. During this period the Government will continue to negotiate, implement and apply EU legislation. The outcome of the exit negotiations will determine what arrangements apply in relation to EU legislation and funding in the future once the UK has left the EU. Great Britain is scheduled to exit the EU by March 2019.

A general election is due to take place on 8 June 2017 the outcome of which may affect current Government Policies and future funding.

These events are non-adjusting for which no estimate of its financial effect on the reporting entity can be made.

NOTE 7 NOTE TO THE EXPENDITURE AND FUNDING ANALYSIS

This note provides a reconciliation of the main adjustments 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.

ADJUSTMENTS BETWEEN FUNDING AND ACCOUNTING BASIS								
2015/16				Adjustments from General Fund to arrive at the Comprehensive Income and Expenditure Statement amounts	2016/17			
Adjustments for Capital Purposes (Note 1) £'000	Net Change for the Pensions Adjustments (Note 2) £'000	Other Differences (Note 3) £'000	Total Adjustments £'000		Adjustments for Capital Purposes (Note 1) £'000	Net Change for the Pensions Adjustments (Note 2) £'000	Other Differences (Note 3) £'000	Total Adjustments £'000
0	47	2	49	Corporate Management	0	35	0	35
284	131	42	457	Commercial	293	35	(16)	312
40	190	9	239	Customer First	2	142	7	151
20	(552)	2	(530)	Democratic & Business Support	31	(344)	21	(292)
(670)	83	3	(584)	Economic Development and Neighbourhoods	325	92	(7)	410
212	112	(3)	321	Housing and Regeneration	714	55	(1)	768
75	63	2	140	Organisational Transformation	122	48	2	172
(39)	74	57	92	Net Cost of Services	1,487	63	6	1,556
(311)	1,112	1,053	1,854	Other income and expenditure from the Funding Analysis	(1,205)	1011	382	188
(350)	1,186	1,110	1,946	Difference between General Fund Surplus or Deficit and Comprehensive Income and Expenditure Statement Surplus or Deficit	282	1,074	388	1,744

NOTES TO THE EXPENDITURE AND FUNDING ANALYSIS

Adjustments for Capital Purposes

- 1) Adjustments for capital purposes column adds in depreciation and impairment and revaluation gains and losses in the services line for:
 - **Other Operating Expenditure** - adjusts for capital disposals with a transfer of income on disposal of assets and the amounts written off for those assets
 - **Financing and investment income and expenditure** - the statutory charges for capital financing i.e. Minimum Revenue Provision and other revenue contributions and deducted from other income and expenditure as these are not chargeable under generally accepted accounting practices.
 - **Taxation and non-specific grant income and expenditure** - Capital grants are adjusted for income not chargeable under generally accepted accounting practices. Revenue grants are adjusted from those receivable in the year to those receivable without conditions or for which conditions were satisfied throughout the year. The Taxation and Non Specific Grant Income and Expenditure line is credited with capital grants receivable in the year without conditions or for which conditions were satisfied in the year.

Net change for the pensions' adjustments

- 2) Net change for the removal of pension contributions and the addition of *IAS 19 Employee Benefits* pension related expenditure and income:
 - **For services** this represents the removal of the employer pension contributions made by the council as allowed by statute and the replacement with current service costs and past service costs.
 - For **Financing and investment income and expenditure** - the net interest on the defined benefit liability is charged to the CIES.

Other Differences

- 3) Other differences between amounts debited/credited to the Comprehensive Income and Expenditure Statement and amounts payable/receivable to be recognised under statute:
 - The charge under **Taxation and non-specific grants income** and expenditure represents the difference between what is chargeable under statutory regulations for Council tax and NDR that was projected to be received at the start of the year and the income recognised under generally accepted accounting practices in the Code. This is a timing difference as any difference will be brought forward in future Surpluses or Deficits on the Collection Fund.

8 EXPENDITURE AND INCOME ANALYSED BY NATURE

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

Expenditure/ Income	Corporate Management £'000	Commercial £'000	Customer First £'000	Democratic and Business Support £'000	Economic Development and Neighbourhoods £'000	Housing and Regeneration £'000	Organisational Transformation £'000	Corporate Amounts £'000	Total £'000
Expenditure									
Employee benefits expenses	600	1,979	2,420	1,362	1,603	1,126	745	0	9,835
Other services expenses	40	1,002	23,379	964	1,654	1,667	374	0	29,080
Depreciation, amortisation, impairment	0	293	2	31	324	1,199	122	0	1,971
Interest payments	0	0	0	0	0	0	0	2,490	2,490
Precepts and levies	0	0	0	0	0	0	0	1,949	1,949
Disposal of Assets	0	0	0	0	0	0	0	404	404
Total Expenditure	640	3,274	25,801	2,357	3,581	3,992	1,241	4,843	45,729
Income									
Fees, charges and other service income	0	(429)	(1,190)	(45)	(1,235)	(1,254)	(7)	0	(4,160)
Interest and investment income	0	0	0	0	0	0	0	(1,657)	(1,657)
Income from council tax, non-domestic rates, district rate income	0	0	0	0	0	0	0	(10,513)	(10,513)
Government grants and contributions	0	(20)	(23,011)	(12)	(114)	(455)	0	(4,653)	(28,265)
Total Income	0	(449)	(24,201)	(57)	(1,349)	(1,709)	(7)	(16,823)	(44,595)
(Surplus) or Deficit on the provision of services	640	2,825	1,600	2,300	2,232	2,283	1,234	(11,980)	1,134

2015/2016 Restated

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

	Corporate Management £'000	Commercial £'000	Customer First £'000	Democratic and Business Support £'000	Economic Development and Neighbourhoods £'000	Housing and Regeneration £'000	Organisational Transformation £'000	Corporate Amounts £'000	Total £'000
Expenditure/ Income									
Expenditure									
Employee benefits expenses	619	1,904	2,258	1,393	1,356	1,408	694	0	9,632
Other services expenses	48	737	23,627	966	1,296	1,612	361	0	28,647
Depreciation, amortisation, impairment	0	284	40	21	9	948	75	0	1,377
Interest payments	0	0	0	0	0	0	0	1,160	1,160
Precepts and levies	0	0	0	0	0	0	0	2,068	2,068
Disposal of Assets	0	0	0	0	0	0	0	6	6
Total Expenditure	667	2,925	25,925	2,380	2,661	3,968	1,130	3,234	42,890
Income									
Fees, charges and other service income	0	(260)	(1,098)	(61)	(1,689)	(1,299)	(8)	0	(4,415)
Interest and investment income	0	0	0	0	0	0	0	(421)	(421)
Income from council tax, non-domestic rates, district rate income	0	0	0	0	0	0	0	(9,703)	(9,703)
Government grants and contributions	0	(33)	(23,397)	(92)	(206)	(673)	0	(4,748)	(29,149)
Total Income	0	(293)	(24,495)	(153)	(1,895)	(1,972)	(8)	(14,872)	(43,688)
(Surplus) or Deficit on the provision of services	667	2,632	1,430	2,227	766	1,996	1,122	(11,638)	(798)

9 ADJUSTMENTS BETWEEN ACCOUNTING BASIS AND FUNDING BASIS UNDER REGULATIONS

This note details the adjustments that are made to the total comprehensive income and expenditure recognised by the Council in the year in accordance with proper accounting practice to the resources that are specified by statutory provisions as being available to the Council to meet future capital and revenue expenditure.

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

General Fund Balance

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

Capital Receipts Reserve

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

Capital Grants Unapplied

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

NOTE 9 ADJUSTMENTS BETWEEN ACCOUNTING BASIS AND FUNDING BASIS UNDER REGULATIONS

2016/17 Adjustment between accounting basis & funding basis under regulations	Useable Reserves			Movement in Unusable Reserves £'000
	General Fund Balance £'000	Capital Receipts Reserve £'000	Capital Grants Unapplied Account £'000	
Adjustments to 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				
Pension Costs (transferred to (or from) the Pensions Reserve)	(1,075)	0	0	1,075
Council Tax and NNDR (transfers to or from Collection Fund Adjustment Account)	(381)	0	0	381
Holiday pay transferred to the Accumulated Absences Reserve	(6)	0	0	6
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)	(2,488)	0	0	2,488
Total Adjustments to Revenue Resources	(3,950)	0	0	3,950
Adjustments between Revenue and Capital Resources				
Transfer of non current asset sale proceeds from revenue to Capital Receipts Reserve	167	(167)	0	0
Repayment of Loan Principal	0	(155)	0	155
Statutory provision for the repayment of debt (transfer from the Capital Adjustment Account)	218	0	0	(218)
Capital expenditure financed from revenue balances (transfer to the Capital Adjustment Account)	1,484	0	0	(1,484)
Total Adjustments between Revenue and Capital Resources	1,869	(322)	0	(1,547)
Adjustments to Capital Resources				0
Use of Capital Receipts Reserve to finance capital expenditure	0	405	0	(405)
Capital grants and contributions unapplied credited to the CIES	337	0	0	(337)
Use of Capital Receipts Reserve to finance statutory provision on loans funded by borrowing	0	5	0	(5)
Application of capital grants to finance capital expenditure	0	0	323	(323)
Total Adjustments to Capital Resources	337	410	323	(1,070)
Total Adjustments	(1,744)	88	323	1,333

NOTE 9 ADJUSTMENTS BETWEEN ACCOUNTING BASIS AND FUNDING BASIS UNDER REGULATIONS

2015/16 Adjustment between accounting basis & funding basis under regulations	Useable Reserves			Movement in Unusable Reserves £'000
	General Fund Balance £'000	Capital Receipts Reserve £'000	Capital Grants Unapplied Account £'000	
Adjustments to 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				
Pension Costs (transferred to (or from) the Pensions Reserve)	(1,186)	0	0	1,186
Council Tax and NNDR (transfers to or from Collection Fund Adjustment Account)	(1,054)	0	0	1,054
Holiday pay transferred to the Accumulated Absences Reserve	(56)	0	0	56
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)	(1,093)	0	0	1,093
Total Adjustments to Revenue Resources	(3,389)	0	0	3,389
Adjustments between Revenue and Capital Resources				
Transfer of non current asset sale proceeds from revenue to Capital Receipts Reserve	1,077	(1,077)	0	0
Repayment of Loan Principal	0	(59)	0	59
Statutory provision for the repayment of debt (transfer from the Capital Adjustment Account)	228	0	0	(228)
Capital expenditure financed from revenue balances (transfer to the Capital Adjustment Account)	46	0	0	(46)
Total Adjustments between Revenue and Capital Resources	1,351	(1,136)	0	(215)
Adjustments to Capital Resources				
Use of Capital Receipts Reserve to finance capital expenditure	0	559	0	(559)
Capital grants and contributions unapplied credited to the CIES	92	0	(92)	0
Application of capital grants to finance capital expenditure	0	0	102	(102)
Total Adjustments to Capital Resources	92	559	10	(661)
Total Adjustments	(1,946)	(577)	10	2,513

10 MOVEMENTS IN EARMARKED RESERVES

This note sets out the amounts set aside from the General Fund balance in Earmarked Reserves to provide financing for future expenditure plans and the amounts posted back from Earmarked Reserves to meet General Fund expenditure in 2016/17.

	Balance at 31 March 2015 £'000	Transfer out 2015/16 £'000	Transfer in 2015/16 £'000	Balance at 31 March 2016 £'000	Transfer out 2016/17 £'000	Transfer in 2016/17 £'000	Balance at 31 March 2017 £'000
Business Improvement & Transformation	196	(16)	350	530	(312)	188	406
Budget Smoothing	472	(88)	806	1,190	(359)	250	1,081
Capital Programme Financing	1,215	(26)	0	1,189	(870)	0	319
Community Grant/Support Schemes	550	(361)	494	683	(433)	375	625
Contingencies Fund	559	(148)	318	729	(33)	0	696
Investment for Growth Fund	455	(73)	46	428	(211)	115	332
Invest to Earn	0	(8)	1,000	992	(461)	21	552
Invest to Save	474	(40)	168	602	(138)	22	486
Maintenance of Facilities	590	(82)	304	812	(361)	54	505
Members Initiative Fund	0	0	108	108	(31)	0	77
New Homes Bonus	1,083	(1,083)	0	0	0	0	0
Property Asset Fund	951	(158)	61	854	(44)	0	810
Regeneration Support Fund	1,585	(106)	1,749	3,228	(699)	3,240	5,769
Revenue Grants Unapplied	437	(220)	204	421	(209)	223	435
Service Investment	341	(73)	79	347	(46)	94	395
Waste Management Fund	1,750	(66)	50	1,734	(988)	100	846
Total	10,658	(2,548)	5,737	13,847	(5,195)	4,682	13,334

RESERVE NAME	PURPOSE
<u>Business Improvement & Transformation</u>	To assist with costs associated with Business Case Development for transformational change
<u>Budget Smoothing</u>	To effectively manage cyclical budget issues i.e. Elections, Local Development Framework etc.
<u>Capital Programme Financing</u>	Grants and contributions received in advance for financing revenue expenditure funded by capital under statute and funding set aside to finance the capital programme.
<u>Community Grant/Support Schemes</u>	To support area management and community engagement and help leveraging funding. Provision of support to vulnerable communities
<u>Contingencies Fund</u>	To support areas of volatility i.e. insurance, flooding etc.
<u>Investment for Growth Fund</u>	To support regeneration schemes
<u>Invest to Earn Reserve</u>	To support the Council's commercial activity
<u>Invest to Save Reserve</u>	To support efficiency projects to provide a positive net payback over the Medium Term Financial Strategy
<u>Maintenance of Facilities</u>	To meet future property maintenance requirements
<u>New Homes Bonus</u>	Created as part of the MTFP to fund housing regeneration
<u>Property Assets Fund</u>	To support strategic property/housing policies
<u>Regeneration Support Fund</u>	To support local business growth and housing regeneration
<u>Revenue Grants Unapplied</u>	Revenue grants which have yet to be expended
<u>Service Improvement</u>	To support service development initiatives, including IT upgrades
<u>Waste Management Fund</u>	To support strategic service development and replacement vehicle programme.

11 OTHER OPERATING EXPENDITURE

2015/16 £'000		2016/17 £'000
1,551	Parish Council Precepts	1,610
181	Additional support to Parish Councils	0
335	Levies	339
6	(Gains)/Losses on the disposal of non-current assets	404
2,073	Total	2,353

Payments to Parish Councils (additional support) for 2016/17 are now included as part of Service Expenditure for Democratic and Business Support. For 2015/16 this was £181,000 and in 2016/17 £178,000.

12 FINANCING AND INVESTMENT INCOME AND EXPENDITURE

2015/16 £'000		2016/17 £'000
48	Interest payable and similar charges	17
1,112	Net interest on the net defined benefit liability (asset)	1,011
(307)	Interest receivable and similar income	(290)
(34)	Income and Expenditure in relation to investment properties and changes in their fair value	95
(80)	Other Investment Income	0
739	Total	833

13 TAXATION AND NON-SPECIFIC GRANT INCOME AND EXPENDITURE

2015/16 £'000	2015/16 £'000		2016/17 £'000	2016/17 £'000
(7,168)		Council tax income		(7,384)
	(6,531)	Retained Business Rates	(6,546)	
	(558)	S31 Grant re Small business rates relief	(478)	
	3,463	Tariff payable to Pool (Gov 2014/15)	3,492	
	(123)	Levy/(-)Safety Net	65	
	60	Other amounts	192	
	1,154	In Year Business Rates (Surplus)/Deficit	146	
(2,535)		Total Business Rates income and expenditure		(3,129)
(4,740)		Non ring-fenced Government grants		(4,632)
(8)		Capital grants and contributions		(21)
(14,451)		Total		(15,166)

14 PROPERTY PLANT AND EQUIPMENT

Movements in 2016/17	Other Land and Buildings £'000	Vehicles, Plant, Furniture & Equipment £'000	Infrastructure Assets £'000	Community Assets £'000	Surplus Assets £'000	Assets Under Construction £'000	Total Property, Plant & Equipment £'000
Cost or Valuation							
At April 2016	14,476	5,140	376	104	3,753	71	23,920
Additions	260	1,228	0	0	0	42	1,530
Revaluation increases/ (decreases) recognised in the Revaluation Reserve	(281)	0	0	0	1,150	0	869
Revaluation increases/ (decreases) recognised in the (Surplus)/Deficit on the Provision of Services	(397)	0	0	0	21	0	(376)
Derecognition - Other	0	(1,002)	0	0	(382)	0	(1,384)
Other movements in cost or valuation	24	(37)	1	2	3	(30)	(37)
At 31 March 2017	14,082	5,329	377	106	4,545	83	24,522
Accumulated Depreciation & Impairment							
At April 2016	(1)	(3,969)	(89)	0	1	0	(4,058)
Depreciation charge	(265)	(475)	(9)	0	(8)	0	(757)
Depreciation written out to the Revaluation Reserve	192	0	0	0	0	0	192
Depreciation written out to the (Surplus)/Deficit on the Provision of Services	73	0	0	0	7	0	80
Derecognition - Other	0	995	0	0	0	0	995
At 31 March 2017	(1)	(3,449)	(98)	0	0	0	(3,548)
Net Book Value							
at 31 March 2017	14,081	1,880	279	106	4,545	83	20,974
at 31 March 2016	14,475	1,171	287	104	3,754	71	19,862

Comparative Movements in 2015/16:	Other Land and Buildings £'000	Vehicles, Plant, Furniture & Equipment £'000	Infrastructure Assets £'000	Community Assets £'000	Surplus Assets £'000	Assets Under Construction £'000	Total Property, Plant & Equipment £'000
Cost or Valuation							
At April 2015	12,894	5,067	354	139	1,697	171	20,322
Additions	110	101	4	0	0	71	286
Revaluation increases/ (decreases) recognised in the Revaluation Reserve	1,629	0	22	0	1,858	0	3,509
Revaluation increases/ (decreases) recognised in the (Surplus)/Deficit on the Provision of Services	(246)	0	0	0	82	0	(164)
Derecognition - Disposals	0	(10)	(4)	0	0	0	(14)
Derecognition - Other	0	(18)	0	0	0	0	(18)
Assets reclassified (to)/from Held for Sale	0	0	0	(35)	34	0	(1)
Other movements in cost or valuation	89	0	0	0	82	(171)	0
At 31 March 2016	14,476	5,140	376	104	3,753	71	23,920
Accumulated Depreciation & Impairment							
At April 2015	0	(3,501)	(80)	0	0	0	(3,581)
Depreciation charge	(229)	(494)	(9)	0	(9)	0	(741)
Depreciation written out to the Revaluation Reserve	156	0	0	0	3	0	159
Depreciation written out to the (Surplus)/Deficit on the Provision of Services	72	0	0	0	7	0	79
Derecognition - Disposals	0	8	0	0	0	0	8
Derecognition - Other	0	18	0	0	0	0	18
At 31 March 2016	(1)	(3,969)	(89)	0	1	0	(4,058)
Net Book Value							
at 31 March 2016	14,475	1,171	287	104	3,754	71	19,862
at 31 March 2015	12,894	1,566	274	139	1,697	171	16,741

Depreciation

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

- Other Land and Buildings: 20-60 years
- Vehicles, Plant, Furniture and Equipment: 1-12 years
- Infrastructure: 21-32 years
- Surplus: 39-40 years

Capital Commitments

At 31 March 2017 the Council had no outstanding commitments for capital schemes.

Effects of Changes in Estimates

There have been no major changes in relation to estimated asset life, residual asset values, depreciation method or disposal costs in 2016/17 that would have a material effect.

Revaluations

The Council carries out a full revaluation of its property portfolio every five years. The last full revaluation was carried out on 31 March 2014. In the intervening years a valuation review is carried out. Valuations were carried out as at 31 March 2017 by appointed valuers, Wilks, Head and Eve LLP in accordance with the methodologies and basis for estimation set out in the professional standards of the Royal Institute of Chartered Surveyors (RICS). Valuations of vehicles, plant, furniture and equipment are based on depreciated replacement cost with an annual impairment review.

	Other Land & Buildings £'000	Vehicles, Plant, Equipment £'000	Surplus Assets £'000	Other PPE Assets £'000	Total £'000
Carried at Historical cost	0	1,881	0	467	2,348
Valued at Current Value as at:					
31 March 2017	14,081	0	4,545	0	18,626
Total Cost or Valuation	14,081	1,881	4,545	467	20,974

The significant assumptions applied in estimating the current values are:

- no allowance has been made for liability of taxation upon disposal;
- the instant build approach has been used for Depreciated Replacement Cost valuations;
- valuations have been provided at gross cost and do not include an allowance for purchasers cost;
- that good title can be shown and all valid planning permissions and statutory approvals are in place;
- that the property is connected and has a right to use mains services and that sewers, main services and roads giving access to it have been adopted;
- that an inspection of those parts not inspected would not reveal defects that would affect the valuation;
- that the testing of electrical or other services would not reveal defects that would cause the valuation to alter;
- that there are no deleterious or hazardous materials or existing or potential environmental factors that would affect the valuation.

Assets Valued at Fair Value

With regard to assets valued at fair value, no assets within the portfolio are classed at Level 1 in the fair value hierarchy i.e. unadjusted prices in active markets for identical assets.

For the remaining assets the majority are classed at Level 2 i.e. quoted prices that are observable for the asset with adjustments being made based on perhaps location and condition. The valuations have been based on the market approach using current market conditions and recent sales prices and other relevant information for similar assets in the local authority area. Market conditions for these asset types are such that the level of observable inputs is significant leading to the properties being categorised at Level 2 in the fair value hierarchy.

Level 3 inputs comprise unobservable inputs for an asset used to measure fair value in circumstances where market data is not available as there is little, if any, market activity for the asset at the measurement date.

There are four assets that are assessed at Level 3 i.e. where unobservable inputs have been used to measure fair value.

Pavilion at Sandsfield Lane, Gainsborough (Balance Sheet value £0.026m) has been based on a comparable approach either by estimated market rental values as the majority of these assets are let at sub-market or subsidised passing rents. The valuer has had to draw on a number of his own assumptions and utilised third party resources in order to value these assets.

Two oil well sites plus an aggregate site (total Balance Sheet Value £0.227m) have been based on known and estimated cash flows from the properties. These assets are therefore categorised as Level 3 in the fair value hierarchy as the measurement technique uses significant unobservable inputs to determine the fair value measurements (and there is no reasonably available information that indicates that market participants would use different assumptions).

For level 3 assets the following quantitative data shows the effect on their fair value measurement.

ASSET	Valuation technique used to measure fair value	Unobservable Inputs	Range	Sensitivity
Oil Well Sites	Adopting the expected cash flows from the properties	Yields	4% - 9%	Changes in income, yields, term length will result in a lower or higher fair value
Aggregate Site	Adopting the expected cash flows from the properties	Yields	4% - 9%	Changes in income, yields, term length will result in a lower or higher fair value
Pavilions	Comparative based on limited rental evidence	Rental Value Yields	£10 - £50 psm 10%-14%	Changes in rental growth, yields, occupancy will result in a lower or higher fair value

15 FINANCIAL INSTRUMENTS

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

	Long Term		Current	
	31 March 2016 £'000	31 March 2017 £'000	31 March 2016 £'000	31 March 2017 £'000
<i>Financial Assets Classified as Loans and Receivables:</i>				
Investments	0	0	9,512	9,531
Short-term deposits with Money Market Funds	0	0	8,741	7,104
Operational Debtors	0	0	116	518
Loans and Receivables	310	180	158	167
Available for Sale Financial Assets	2,185	2,183	0	0
Cash at bank	0	0	242	117
Total Financial Assets Classified as Loans and Receivables	2,495	2,363	18,769	17,437
<i>Financial Liabilities Classified at Amortised Cost:</i>				
Finance Lease Liabilities	128	32	218	96
Operational Creditors	0	0	506	863
Provisions	17	11	995	917
Total Financial Liabilities Classified at Amortised Cost	145	43	1,719	1,876

Material Soft Loans Made by the Council

The Council has not made any soft loans, employee car loans or reclassifications during the financial year.

Income, Expense, Gains and Losses

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

2015/16 £'000	2015/16 £'000	2015/16 £'000		2016/17 £'000	2016/17 £'000	2016/17 £'000
Financial Liabilities Measured at Amortised Cost	Financial Assets: Loans & Receivables	Total		Financial Liabilities Measured at Amortised Cost	Financial Assets: Loans & Receivables	Total
48	0	48	Interest Expense	17	0	17
0	(80)	(80)	Impairment loss	0	0	0
48	(80)	(32)	Total Expense in (Surplus) or Deficit on the Provision of Services	17	0	17
0	(307)	(307)	Interest Income	0	(290)	(290)
0	(307)	(307)	Total income in (Surplus) or Deficit on the Provision of Services	0	(290)	(290)
48	(387)	(339)	Net (gain)/loss for the year	17	(290)	(273)

Fair Values of Assets and Liabilities

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

- for loans receivable prevailing benchmark market rates,
- no early repayment or impairment is recognised,
- where an instrument will mature in the next 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.
- Available for Sale Financial Assets were valued under input level 1 in the fair value hierarchy. There have been no changes in the Fair Value Hierarchy in 2016/17

The fair values calculated as at 31 March are as follows:

2015/16 £'000	2015/16 £'000		2016/17 £'000	2016/17 £'000
Carrying Amount	Fair Value		Carrying Amount	Fair Value
9,512	9,512	Investments	9,531	9,531
2,185	2,157	Available for Sale Financial Assets	2,183	2,161
468	437	Loans and Receivables	346	286
(345)	(365)	Finance Lease Liabilities	(128)	(145)
(506)	(506)	Short Term Creditors	(863)	(863)

16 DEBTORS

2015/16 £'000		2016/17 £'000
571	Central Government Bodies	1,430
516	Other Local Authorities	742
0	NHS Bodies	0
1,754	Other Entities and Individuals	1,775
253	Prepayments	159
3,094	Total	4,106

17 CASH AND CASH EQUIVALENTS

2015/16 £'000		2016/17 £'000
1	Cash held by the Council	1
243	Bank current accounts	117
8,741	Short-term deposits	7,104
8,985	Total Cash and Cash Equivalents	7,222

18 CREDITORS

2015/16 £'000		2016/17 £'000
310	Central Government Bodies	181
481	Other Local Authorities	884
0	NHS Bodies	0
2,127	Other Entities and Individuals	1,177
2,918	Total	2,242

19 PROVISIONS

	Outstanding Legal Cases £'000	Injury and Damage Compensation Claims £'000	Business Rates £'000	Other Provisions £'000	Total £'000
Balance at 1 April 2016	(85)	(17)	(776)	(134)	(1,012)
Additional provisions made in year	0	(2)	0	(140)	(142)
Unused amounts reversed in year	72	6	0	133	211
Amounts used in year	13	2	0	0	15
Balance at 31 March 2017	0	(11)	(776)	(141)	(928)

Long term provisions total £0.011m and relate to injury compensation claims. A settlement date for these claims is unknown at this stage. Short term provisions total £0.917m and relate to the cost of employee's accrued leave and Business Rates rating appeals. All of these provisions should be settled within the next financial year.

20 USABLE RESERVES

Movements in the Council's usable reserves are detailed in the Movement in Reserves Statement and also in Note 9.

21 UNUSABLE RESERVES

2015/16 £'000	SUMMARY	2016/17 £'000
(8,528)	Revaluation Reserve	(9,117)
(10,759)	Capital Adjustment Account	(11,368)
28,876	Pensions Reserve	36,382
835	Collection Fund Adjustment Account	1,216
(146)	Available For Sale Financial Instruments Reserve	(113)
133	Accumulated Absences Account	139
10,411	Total Unusable Reserves	17,139

Revaluation Reserve

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

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

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

2015/16 £'000	Revaluation Reserve	2016/17 £'000
(4,921)	Balance at 1 April	(8,528)
(3,781)	Upward revaluations of assets	(1,222)
112	Downward revaluation of assets and impairment losses not charged to the Surplus/Deficit on the Provision of Services	153
(3,669)	(Surplus) or Deficit on revaluation of non-current assets not posted to the (Surplus) or Deficit on the Provision of Services	(1,069)
62	Difference between fair value depreciation and historical cost depreciation	98
0	Accumulated gains on assets sold or scrapped	382
62	Amount written off to the Capital Adjustment Account	480
(8,528)	Balance at 31 March	(9,117)

Capital Adjustment Account

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

The account also contains accumulated gains and losses on Investment Properties.

The account also contains revaluation gains accumulated on Property, Plant and Equipment before April 2007, the date that the Revaluation Reserve was created to hold such gains.

Note 9 provides details of the source of all the transactions posted to the account, apart from those involving the Revaluation Reserve.

2015/16 £'000	Capital Adjustment Account	2016/17 £'000	2016/17 £'000
(10,913)	Balance at 1 April		(10,759)
	Reversal of items relating to capital expenditure debited or credited to the CIES		
744	Charges for depreciation and impairment of non-current assets	759	
85	Revaluation losses on Property, Plant and Equipment	296	
49	Amortisation of intangible assets	47	
502	Revenue expenditure funded from capital under statute	869	
6	Amounts of non-current assets written off on disposal or sale as part of the (gain)/loss on disposal to the CIES	424	
1,386			2,395
(62)	Adjusting amounts written out of the Revaluation Reserve		(480)
1,324	Net written out amount of the cost of non-current assets consumed in the year		1,915
	Capital financing applied in the year:		
(559)	Use of Capital Receipts Reserve to finance new capital expenditure	(405)	
(254)	Capital grants and contributions credited to the CIES that have been applied to capital financing	(337)	
(102)	Applications of grants to capital financing from the Capital Grant Unapplied Account	(323)	
(228)	Statutory provision for the financing of capital investment charged against the General Fund balance	(218)	
0	Statutory provision charged against Capital Receipts Reserve for the repayment of loans funded by borrowing	(5)	
58	Loan Principal Repaid	155	
(46)	Capital expenditure charged against the General Fund balance	(1,484)	
(1,131)			(2,617)
(39)	Movement in fair value of Investment Properties debited or credited to the Comprehensive Income and Expenditure Account		93
(10,759)	Balance at 31 March		(11,368)

Pensions Reserve

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

2015/16 £'000	Pensions Reserve	2016/17 £'000
34,716	Balance at 1 April	28,876
(7,026)	Premeasurement of the net defined benefit liability/(asset)	6,431
2,725	Reversal of items relating to retirement benefits debited or credited to the (Surplus) or Deficit on the Provision of Services in the CIES	2,500
(1,539)	Employers pensions contributions and direct payments to pensioners payable in the year	(1,425)
28,876	Balance at 31 March	36,382

Collection Fund Adjustment Account

The Collection Fund Adjustment Account manages the differences arising from the recognition of Council Tax income in the Comprehensive Income and Expenditure Statement as it falls due from Council tax payers and non domestic rate payers compared with the statutory arrangements for paying across amounts to the General Fund from the Collection Fund.

2015/16 £'000	Collection Fund Adjustment Account	2016/17 £'000
(219)	Balance at 1 April	835
1,054	Amount by which council tax and non-domestic rating income credited to the CIES is different from council tax and non-domestic rating income calculated for the year in accordance with statutory requirements	381
835	Balance at 31 March	1,216

Available For Sale Financial Instruments Reserve

The Available for Sale Financial Instruments Reserve contains the gains made by the Council arising from increases in the value of its investments that have quoted market prices or otherwise do not have fixed or determinable payments. The balance is reduced when investments with accumulated gains

- revalued downwards or impaired and the gains are lost
- disposed of and the gains are realised

2015/16 £'000	Available For Sale Financial Instruments	2016/17 £'000
(25)	Balance at 1 April	(146)
(121)	(Upward)/Downward revaluation of Instruments	33
(146)	Balance at 31 March	(113)

21 UNUSABLE RESERVES - Continued

The Accumulated Absences Account absorbs the differences that would otherwise arise on the General Fund Balance from accruing for compensated absences earned but not taken in the year e.g. annual leave entitlement carried forward at 31 March. Statutory arrangements require that the impact on the General Fund Balance is neutralised by transfers to or from the Account.

2015/16 £'000	Accumulated Absences Account	2016/17 £'000
76	Balance at 1 April	133
(76)	Settlement or cancellation of accrual made at the end of the preceding year	(133)
0	Amounts accrued at the end of the current year	
133	Amounts accrued at end of current year	139
57	Amount by which officer remuneration charged to the CIES on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	6
133	Balance at 31 March	139

22 MEMBERS' ALLOWANCES

The following amounts were paid to Members of the Council during the year.

2015/16 £'000		2016/17 £'000
188	Basic Allowance	189
56	Special Responsibility	59
26	Expenses	29
270	Total	277

23 OFFICERS' REMUNERATION

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

Post title		Salary (including fees & allowances) £	Pension contributions £	TOTAL £
Chief Executive	2016/17	106,050	23,463	129,513
	2015/16	105,000	26,999	131,999
Chief Operating Officer	2016/17	82,416	18,234	100,650
	2015/16	81,600	20,982	102,582
Director of Resources (S151)	2016/17	82,416	18,234	100,650
	2015/16	81,600	20,982	102,582
Commercial Director Left 31/12/16	2016/17	65,231	14,328	79,559
	2015/16	81,600	20,982	102,582
Strategic Lead Democratic & Business Support (Monitoring Officer)	2016/17	65,600	14,169	79,769
	2015/16	65,000	16,225	81,225
Economic & Commercial Growth Director (Commenced 12/12/16)	2016/17	22,782	3,470	26,252
	2015/16	0	0	0

There were no taxable expenses allowances, other payments or bonus payments made to senior members of staff in 2015/16 or 2016/17.

The number of Council's employees (including senior officers) receiving more than £50,000 remuneration for the year (excluding employer's pension contributions but including redundancy payments for loss of office) were paid the following amounts:

Number of Employees 2015/16	Remuneration Band	Number of Employees 2016/17
1	£50,000 to £54,999	1
1	£55,000 to £59,999	0
2	£60,000 to £64,999	4
1	£65,000 to £69,999	2
1	£70,000 to £74,999	0
0	£75,000 to £79,999	0
3	£80,000 to £84,999	3
0	£85,000 to £89,999	0
0	£90,000 to £94,999	0
0	£95,000 to £99,999	0
0	£100,000 to £104,999	0
1	£105,000 to £109,999	1
10	Total	11

The number of exit packages with total cost per band and total cost of other compulsory and other redundancies for the Council in 2016/17 are set out in the table below:

Exit Package Cost Band (including special payments)	Number of Compulsory Redundancies		Number of Other Departures Agreed		Total Number of Exit packages by Cost Band		Total Cost of Exit Packages in Each Band	
	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17
					£		£	
£0 - £20,000	2	9	0	2	2	11	17,143	113,961
£20,000 - £40,000	0	0	1	1	1	1	36,571	25,250
Total	2	9	1	3	3	12	53,714	139,211

24 EXTERNAL AUDIT COSTS

The Council has incurred the following costs in relation to the audit of the Statement of Accounts, certification of grant claims and statutory inspections and for non-audit services provided by the Council's external auditors:

2015/16 £'000		2016/17 £'000
43	Fees payable to the External Audit with regard to external audit services carried out by the appointed auditor for the year	43
4	Fees payable to the External Audit for the certification of grant claims and returns for the year	6
14	Fees payable in respect of other services provided by the External Audit during the year	5
61	Total	54

Fees in respect of other services for 2016/17 relate to tax advice on acquisition of a company

25 GRANT INCOME

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

2015/16 £'000		2016/17 £'000
	Credited to Taxation and Non Specific Grant Income:	
2,198	Department of Communities & Local Government - Revenue Support Grant	1,388
2,535	Business Rates Retention Scheme	3,767
1,995	Department of Communities & Local Government -New Homes Bonus	2,487
8	Capital Grants & Contributions	21
547	Other Grants & Contributions	757
7,283	Total Non Specific Grant Income	8,420
	Credited to Services, Revenue Related:	
22,696	Department of Work & Pensions - Housing Benefits Allowance	22,546
253	Department of Communities & Local Government - Disabled Facilities Grants	337
328	Department of Work & Pensions - Housing Benefits Administration Grant	307
165	Homes and Communities Agency - Housing Action Zone	52
162	Department of Communities and Local Government - Universal Credit	156
675	Other Grants & Contributions	256
24,279	Total Credited to Services	23,654

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

2015/16 £'000		2016/17 £'000
	Capital grants receipts in advance:	
619	S106 Agreements	853
619		853

26 RELATED PARTIES

The Council is required to disclose material transactions with related parties - bodies or individuals that have the potential to control or influence the Council or to be controlled or influenced by the Council. Disclosure of these transactions allows readers of the accounts to assess the extent to which there exists the possibility that 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.

All Members and senior officers have been required to complete a related party declaration identifying the organisations with which they (and/or their closest family members) have influence and/or control, and which may have a related party interest with the Council.

UK Central Government

The UK Central Government has significant influence over the general operations of the Council – it is responsible for providing the statutory framework, within which the Council operates, provides the majority of its funding in the form of grants and prescribes the terms of many of the transactions that the Council has with other parties (e.g. Council Tax Bills and Housing Benefits). Grants received from Government Departments are set out in the analysis in Note 25.

Councillors

Councillors have direct control over the Council's financial and operating policies. The total of members' allowances paid in 2016/17 is shown in Note 22

During 2016/17, 9 Councillors and 2 spouses/family members declared a related party interest with regard to being either a director or partner or having an interest in a company or organisations. However, no material transactions occurred between the Council and these organisations (companies or other bodies) in which Councillors had control/influence. The Council paid levies and service costs of £0.304m to four Internal Drainage Boards where Councillors represented the Council, specifically; Witham 3rd IDB (4 councillors, £0.183m), Scunthorpe and Gainsborough Water Management Board (3 councillors, £0.058m), Upper Witham IDB (2 councillors, £0.044m), Ancholme IDB (1 councillor, £0.019m). In addition, the Council paid grants totalling £0.164m to voluntary organisations in which councillors have a position on the governing body. The relevant councillors did not take part in any discussion or decision relating to the grants. The Register of Members' Interest is available to be viewed on the Council's website.

Senior Officers

All senior officers of the Council and the closest members of their families have the potential to significantly influence the policies of the Council although this is limited by the Council's scheme of delegation. One officer is a trustee of Community Lincolnshire and a payment of £0.058m was made by the Council to the organisation. The Chief Executive is Director of the Council's companies WLDC Staffing Services Ltd, Surestaff Ltd and WLDC Trading Ltd. The Director of Commercial and Economic Growth has been appointed Director to Market Street Renewal Ltd part owned by WLDC.

Other Public Bodies (Subject to Common Control by UK Central Government)

The Council has determined that material transactions have occurred with the following parties:

Lincolnshire County Council

Pension Fund as disclosed in Note 29

Preceptor as disclosed in the Collection Fund.

A number of Members of the Council are also elected Members of Lincolnshire County Council.

Lincolnshire Police Authority – preceptors as disclosed in the Collection Fund Note.

Parish Councils – a number of Members of the Council have been elected as Parish Councillors - Precepts as disclosed in Note 11.

The Council has representation on the Central Lincolnshire Joint Strategic Planning Committee. Voting rights on the Committee are shared equally with the Council holding a 25% share. During 2016/17 the Council contributed £146,000 (£146,000 2015/16).

Entities Controlled or Significantly Influenced by the Council

In 2016/17 the Council acquired Surestaff (Lincs) Ltd and created a Teckal Company (WLDC Staffing Services Ltd that provides services solely to the Council) along with a holding company WLDC Trading Ltd all classed as subsidiaries in relation to the Council under group accounts, the Council being 100% shareholder of these companies. Surestaff (Lincs) Ltd and WLDC Staffing Services Ltd were established to provide temporary operational workers but not key management personnel to the Council. The director of the companies is Manjeet Gill, who is also the Chief Executive to the Council and the Company secretary is Tracey Bircumshaw, Financial Services Manager.

During the year 2016/17 the Council had the following transactions with each of the companies.

Surestaff Lincs Ltd		
	2015/16 £	2016/17 £
Council Received	Not Active	10,696
Council Paid Out	Not Active	209,782
Surestaff Share Capital	Not Active	200
Company Purchase	Not Active	37,500
Loans issued	Not Active	20,000
Loans Outstanding 31/03/2017	Not Active	15,000

WLDC Staffing Services Ltd		
	2015/16 £	2016/17 £
Council Received	Not Active	577
Council Paid Out	Not Active	37,302
Surestaff Share Capital	Not Active	200
Company Purchase		
Loans issued	Not Active	15,000
Loans Outstanding 31/03/2017	Not Active	15,000

WLDC Trading Ltd was created as a holding company for the purpose of governance and as such no transactions between the company and the Council have taken place.

Group Accounts have not been produced for 2016/17 incorporating the financial position of Surestaff Lincs Ltd and WLDC Staffing Services Ltd.

In 2016/17 West Lindsey District Council became a shareholder of Market Street Renewal Limited and Eve Fawcett-Moralee (Commercial and Economic Growth Director for WLDC) was appointed as a Director on 26/03/2017. The company was primarily set up for the development and renovation of Market Street in Gainsborough. There has been no financial transactions between West Lindsey District Council and Market Street Renewal Limited in 2016/17 and group accounts have not been produced incorporating the position of Market Street Renewal Ltd.

27 CAPITAL EXPENDITURE AND FINANCING

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

2015/16 £'000		2016/17 £'000
1,631	Opening Capital Financing Requirement	1,407
	Capital Investment	
286	Property, Plant and Equipment	1,488
0	Assets Under Construction	42
47	Intangible Assets	19
0	Investment Properties	93
0	Long Term Shares Investment	38
35	Long Term Loan	35
597	Revenue Expenditure Funded from Capital Under Statute	869
	Sources of Finance	
(559)	Capital Receipts	(405)
(356)	Government Grants and Contributions	(660)
	<i>Sums set aside from Revenue:</i>	
(46)	Direct revenue contributions	(1,484)
(228)	Minimum Revenue Provision	(223)
1,407	Closing Capital Financing Requirements	1,219
	Explanation of Movements in Year	
0	Increase/(Decrease) in underlying need to borrow (supported by Government financial assistance)	0
(228)	Increase/(Decrease) in underlying need to borrow (unsupported by Government financial assistance)	(188)
3	Assets Acquired under Finance Leases	0
(225)	Increase/(Decrease) in Capital Financing Requirement	(188)

28 LEASES**WEST LINDSEY DISTRICT COUNCIL AS LESSEE**Finance Leases

The Council acquired ten shops, in 1989 on long term leases (125 years) with all rents payable at minimal/nominal amount.

The Council also acquired vehicles and other plant and equipment under finance leases.

The assets acquired under these leases are carried as Property, Plant and Equipment in the Balance Sheet at the following net amounts:

2015/16 £'000		2016/17 £'000
515	Other Land and Buildings	519
354	Vehicles, Plant, Furniture and Equipment	157
869		676

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

2015/16 £'000		2016/17 £'000
	Finance lease liabilities (net present value of minimum lease payments):	
218	Current (Capital)	96
127	Non-Current (Capital)	32
20	Finance Costs Payable in Future Years	4
365		132

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

2015/16			2016/17	
Minimum Lease Payments	Finance Lease Liabilities		Minimum Lease Payments	Finance Lease Liabilities
£'000	£'000		£'000	£'000
218	15	Not later than one year	96	4
128	5	Later than one year and not later than five years	32	0
0	0	Later than five years	0	0
346	20		128	4

The minimum lease payments do not include rents that are contingent on events taking place after the lease was entered into, such as adjustments following rent reviews. In 2016/17 no contingent rents were payable by the Council (2015/16 £0).

The Council has sub-let the properties held under these finance leases. At 31 March 2017 the minimum payments expected to be received under non-cancellable sub-leases was £0.093m (£0.120m at 31 March 2016).

Operating Leases

The Council has entered into operating leases for printers and a depot.

The future minimum lease payments due under non-cancellable leases in future years are:

2015/16 £'000		2016/17 £'000
15	Not later than one year	15
49	Later than one year and not later than five years	37
0	Later than five years	0
64		52

The expenditure charged to the Environmental and Regulatory Services line in the Comprehensive Income and Expenditure Statement during the year in relation to these leases was:

2015/16 £'000		2016/17 £'000
54	Minimum lease payments	23
20	Contingent rents	(1)
74		22

WEST LINDSEY DISTRICT COUNCIL AS A LESSOR

Finance Leases

The Council leased out three properties on finance leases in the 1980's with remaining terms in excess of 65 years. A premium was paid on commencement of the lease term, for each property with annual rents payable on a peppercorn basis. The total existing use value of the three properties at 31 March 2017 was £0 (31 March 2016 £0). The properties are themselves held by the Council on long leases. Based on the materiality of the values, the peppercorn rents and the length of the lease terms the Council has not assessed any gross investment in the leases.

Operating Leases

The Council leases out land and property under operating leases for the following purposes:

- For the provision of community services, such as sports facilities.
- For economic development purposes to provide suitable affordable accommodation for local businesses.

The net book value of these assets is £13.066m (15/16 £13.309m)

The future minimum lease payments receivable in future years are:

2015/16 £000		2016/17 £000
289	Not later than one year	268
789	Later than one year and not later than five years	649
321	Later than five years	321
1,399	Total future minimum lease payments receivable	1,238

The minimum lease payments receivable do not include rents that are contingent on events taking place after the lease was entered into, such as adjustments following rent reviews. In 2016/17 there are no contingent rents were receivable by the Council (2015/16 £0).

29 DEFINED BENEFIT PENSION SCHEME

The Local Government Pension Scheme (LGPS) is a defined benefit statutory scheme, administered in accordance with the Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007, the Local Government Pension Scheme (Administration) Regulations 2008 and the Local Government Pension Scheme (Transitional Provisions) Regulations 2008. It is contracted out of the State Second Pension.

The Pension Fund is administered by Lincolnshire County Council who contracted the day to day administration of the fund to West Yorkshire Pension Fund (WYPF). Lincolnshire County Council continue to undertake the investment of the pension fund assets.

The key risk to the Council is the future payments that need to be made to pensioners under the defined benefit scheme and making sure these are adequately funded. Therefore, a professional Actuary is engaged by the County Council to assess the likely asset returns and future liabilities of the Council's sub fund within the overall Lincolnshire Pension Fund. The current Actuary is Hymans Robertson LLP. The following notes are based on the assumptions and reports received from the Actuary as at 31 March 2017. A full revaluation exercise is undertaken every 3 years, and this exercise was undertaken as at 31 March 2016, the next triennial review being due 31 March 2019.

The Council can also make discretionary enhancements in accordance with its agreed policies. The additional costs resulting from historically awarding such discretions are included in the tables below.

Participation in Pension Schemes

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

The Local Government Pension Scheme, administered locally by Lincolnshire County Council – this is a funded defined benefit final salary scheme, meaning that the Council and employees pay contributions into a fund, calculated at a level intended to balance the pensions liabilities with investment assets.

Arrangements for the award of discretionary post-retirement benefits upon early retirement – this is an unfunded defined benefit arrangement, under which liabilities are recognised when awards are made. However, there are no investment assets built up to meet these pension liabilities, and cash has to be built up to meet actual pension payments as they eventually fall due.

The Lincolnshire Pension Fund is operated under the regulatory framework for the Local Government Pension Scheme and the governance of the scheme is the responsibility of the Pensions Committee of Lincolnshire County Council. Policy is determined in accordance with the Pension Fund Regulations. The investment managers of the Fund are appointed by the Committee and are detailed in Pension Fund Annual Report and Accounts, which can be found on the Pension Fund website at www.lincolnshire.gov.uk/pensions.

The principal risks to the authority of the scheme are the longevity assumptions, statutory changes to the scheme, structural changes to the scheme (i.e. large-scale withdrawals from the scheme), changes to inflation, bond yields and performance of the equity investments held by the scheme.

These are mitigated to a certain extent by the statutory requirements to charge to the General Fund the amounts required by statute as described in the accounting policies note.

Discretionary Post-retirement Benefits

Discretionary post-retirement benefits on early retirement are an unfunded defined benefit arrangement, under which liabilities are recognised when awards are made. There are no plan assets built up to meet these pension liabilities, therefore the Council is required to meet the costs of any early retirements awarded

Transactions Relating to Post-employment Benefits

The Council recognises the cost of retirement benefits in the reported cost of services when they are earned by employees, rather than when the benefits are eventually paid as pensions. However, the charge the Council is required to make against Council Tax is based on the cash payable in the year, so the real cost of post-employment/retirement benefits is reversed out of the General Fund via the Movement in Reserves Statement. The following transactions have been made in the CIES and the General Fund Balance via the Movement in Reserves Statement (MIRS) during the year:

2015/16 £'000	LOCAL GOVERNMENT PENSION SCHEME	2016/17 £'000
	Comprehensive Income and Expenditure Statement	
	Cost of Services:	
1,613	Current Service Cost	1,430
0	Past Service Cost/ (Gain)	59
	Financing and Investment Income and Expenditure	
1,112	Net Interest Expense	1,011
2,725	Total Post-employment Benefits charged to the (Surplus) or Deficit on the Provision of Services	2,500
	Other Post-employment Benefits charged to the Comprehensive Income and Expenditure Statement	
	Remeasurement of the net defined benefit liability comprising:	
(867)	Return on plan assets (excluding the amount included in the net interest expense)	4,946
0	Actuarial Gains/(Losses) arising on changes in demographic assumptions	1,295
6,773	Actuarial Gains/(Losses) arising on changes in financial assumptions	(12,459)
1,120	Other actuarial Gains/(Losses) on assets	(213)
9,751	Total Post-employment Benefit Charged to the Comprehensive Income and Expenditure Statement	(3,931)
	Movement in Reserves Statement	
(2,725)	Reversal of net charges made to the (Surplus) or Deficit for the Provision of Services for post-employment benefits in accordance with the Code (see note)	(2,500)
	Actual amount charged against the General Fund Balance for pensions in the year:	
1,445	Employers' contributions payable to the scheme	1,338
94	Retirement benefits payable to pensioners	87

Pension Assets and Liabilities Recognised in the Balance Sheet

The amount included in the Balance Sheet arising from the Council's obligation in respect of its defined benefit scheme is as follows:

2015/16 £'000	Balance Sheet	2016/17 £'000
(70,982)	Present value of the defined benefit obligation	(84,292)
42,106	Fair value of plan assets	47,910
(28,876)	Net liability arising from the defined benefit obligation	(36,382)

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

2015/16 £'000	Reconciliation of Fair Value of Scheme (Plan) Assets	2016/17 £'000
42,167	Opening fair value of scheme assets at 1 April	42,106
1,341	Interest Income	1,462
(867)	Remeasurement Gains/(Losses) The return on plan assets, excluding the amount included in the net interest expense	4,946
1,445	Employer Contributions	1,338
361	Contributions paid by scheme participants	385
(2,341)	Benefits paid	(2,327)
42,106	Closing fair value of scheme assets at 31 March	47,910

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

Funded Liabilities 2015/16 £'000	Reconciliation of present value of the scheme liabilities (defined benefit obligation)	Funded Liabilities 2016/17 £'000
76,883	Opening balance at 1 April	70,982
1,613	Current service cost	1,430
2,453	Interest cost	2,473
361	Contribution by scheme participants	385
	Remeasurement (Gains)/Losses	
0	Actuarial Gains/Losses arising from changes in demographic	(1,295)
(6,773)	Actuarial Gains/Losses arising from changes in financial assumptions	12,459
(1,120)	Other	213
0	Past service costs	59
(2,435)	Benefits paid	(2,414)
70,982	Closing balance at 31 March	84,292

Local Government Pension Scheme assets comprised:

2015/16		LGPS Asset Categories	2016/17	
Fair Value of Scheme Assets	% of Total Assets		Fair Value of Scheme Assets	% of Total Assets
£'000	%		£'000	%
		Equity instruments		
8,723	21%	Consumer	5,386	11%
935	2%	Manufacturing	704	1%
2,281	5%	Energy & Utilities	1,242	3%
4,542	11%	Financial Institutions	3,309	7%
1,562	4%	Information Technology	1,844	4%
4,672	11%	Other	3,933	8%
		Debt Instruments		
1,442	3%	Corporate Bonds (Investment Grade)	4,453	9%
2,664	6%	Corporate Bonds (Non-Investment Grade)	0	0%
871	2%	UK Government	1,547	3%
589	1%	Other	0	0%
		Private Equity		
1,538	4%	All	1,106	2%
		Real Estate		
4,481	11%	UK Property	4,359	9%
457	1%	Overseas Property	146	0%
		Investment Funds & Unit Trusts		
2,376	6%	Equities	13,165	28%
0	0%	Infrastructure	720	2%
4,518	11%	Other	5,657	12%
		Cash & Cash Equivalents		
455	1%	All	339	1%
42,106	100%	Total Assets	47,910	100%

All scheme assets have quoted prices in open markets.

Basis for Estimating Assets and Liabilities

Liabilities have been assessed on an actuarial basis using the projected unit credit method, an estimate of the pensions that will be payable in future years dependent on assumptions about mortality rates, salary levels, etc

Both the Local Government Pension Scheme and discretionary benefits liabilities have been provided by Hymans Robertson LLP, an independent firm of actuaries, estimates for the Lincolnshire County Council Fund being based on the latest formal valuation of the scheme as at 31 March 2016.

Significant Assumptions used by the Actuary

The significant assumptions used by the actuary have been:

Local Government Pension Scheme		
2015/16		2016/17
%	Long Term Expected Rate of Return on Assets in the Scheme	%
3.50%	Equity Investments	2.60%
3.50%	Bonds	2.60%
3.50%	Property	2.60%
3.50%	Cash	2.60%
Years	Mortality Assumptions:	Years
	Longevity at 65 for current pensioners:	
22.2	Men	22.1
24.4	Women	24.4
	Longevity at 65 for future pensioners:	
24.5	Men	24.1
26.8	Women	26.6
%	Financial Assumptions	%
2.20%	Rate of inflation	2.40%
3.70%	Rate of increase in salaries	2.80%
2.20%	Rate of increase in pensions	2.40%
3.50%	Rate for discounting scheme liabilities	2.60%
%	Take-up of option to convert annual pension into maximum retirement lump sum - within HMRC limits	%
25.00%	Pre April 2008 service - Maximum additional tax-free cash	50.00%
63.00%	Post April 2008 service - Maximum tax-free cash	75.00%

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 reasonable and possible changes of the assumptions occurring at the end of the reporting period and assumes for each change that only the assumption analysed changes while all the other assumptions remain constant. The assumptions in longevity, for example, assume that life expectancy increases or decreases for men and women. In practice this is unlikely to occur and changes in some of the assumptions may be interrelated. The estimations in the sensitivity analysis have followed the accounting policies for the scheme, i.e. on an actuarial basis using the projected unit credit method. The methods and types of assumptions used in preparing the sensitivity analysis below did not change from those used in the previous period.

Sensitivity Analysis	Approx. increase to Employer Liability %	Approx. monetary amount £'000
Change in Assumptions at 31 March 2017		
0.5% decrease in Real Discount Rate	9%	7,781
0.5% increase in Salary Increase Rate	1%	1,153
0.5% in the Pension Increase Rate	8%	6,517

The Lincolnshire County Council fund has approved a Funding Strategy Statement (FSS), the purpose of the FSS is:

- *to establish a **clear and transparent fund-specific strategy** which will identify how employers' pension liabilities are best met going forward;*
- *to support the regulatory framework to maintain **as nearly constant employer contribution rates as possible**; and*
- *to take a **prudent longer-term view** of funding those liabilities*

The objectives of the Fund's funding policy include the following:

- *to ensure the long-term solvency of the Fund as a whole and the solvency of each of the notional sub-funds allocated to the individual employers or pools of employers;*
- *to ensure that sufficient funds are available to meet all benefits as they fall due for payment;*
- not to restrain unnecessarily the investment strategy of the Fund so that the Administering Authority can seek to maximise investment returns (and hence minimise the cost of the benefits) for an appropriate level of risk;
- to help employers recognise and manage pension liabilities as they accrue, with consideration to the effect on the operation of their business where the Administering Authority considers this appropriate;
- *to minimise the degree of short-term change in the level of each employers' contributions where the Administering Authority considers it reasonable to do so;*
- *to use reasonable measures to reduce the risk to other employers and ultimately to the Council Tax payer from an employer defaulting on its pension obligations.*

Impact on the Council's Cash Flows

The objectives of the scheme are to keep employers' contributions at as constant a rate as possible. The County Council has agreed a strategy with the scheme's actuary to achieve a funding level of 100% over the next 20 years. Funding levels are monitored on an annual basis. The next triennial valuation is due to be completed on 31 March 2019.

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 schemes in relation to service after 31 March 2014 (or service after 31 March 2015 for other main existing public service pension schemes in England and Wales). 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 Council expects to pay £1.623m in contributions in 2017/18.

The weighted average duration of the defined benefit obligation for scheme members is 17.9 years as at 31 March 2016, and are as they stood at the previous formal valuation as at 31 March 2013.

30 CONTINGENT LIABILITIES

Grant Claims

The Council submits grant claims for substantial amounts each year. From time to time interpretation of legislation may be a matter of professional and technical judgement. In this context it may lead to possible grant qualifications by external auditors. It is not possible to produce a reliable forecast for the cost of any grant qualifications.

The Council also acts as the Accountable Body for a range of grant funding that is or has been paid for the benefit of third parties. In the role of Accountable Body, the Council has to agree to the repayment of grant should there be a breach of the terms and conditions of the grant. Whilst every effort is taken to administer the grants to minimise any risk of financial loss to the Council, this risk cannot be eliminated. However, it is not possible to make a reliable forecast of any grant claw back arising from Accountable Body status.

Business Rates Appeals

The Council has made a provision for Business Rates appeals based upon its best estimates of the actual liability as at the year-end in known appeals. It is not possible to quantify appeals that have not yet been lodged with the Valuation Office so there is a risk to the Council that national and local appeals may have a future impact on the accounts.

Planning Appeals

The Council is waiting to hear from the Planning Inspectorate whether a formal or informal inquiry is to be held regarding a planning appeals recently lodged. If the appeal is successful then there is the potential that the Council could be required to pay substantial damages. At this stage it is not possible to determine the success or otherwise of the appeal or the level of any damages that may be awarded.

It is not possible to quantify planning appeals yet to be lodged so there is a risk to the Council that further appeals may have a future impact on the accounts.

Capital Contribution to Rural Broadband

The Council is working with Lincolnshire County Council and BDUK Ltd on a capital scheme to provide broadband services in the district. The £9m project is underway but is significantly underspent which may affect the amount of the Councils contribution.

Although commitment in principle to the project has been given, at this stage it is not known at what level the final Council contribution will be.

Historic Planning Fees

The Council may be required to refund some historic planning fees under the refund guarantee in accordance with the Planning Guarantee, as denoted by Regulation 9A of the Town and Country Planning Regulations 2013

It is not possible to quantify the number of requests yet to be lodged so there is a risk to the Council that further requests may have a future impact on the accounts.

31 CONTINGENT ASSETS

Right to Buy Sharing Agreement

As with other agreed stock transfers, the Council has entered into an agreement with ACIS relating to any future sales of the transferred housing stock to existing tenants.

The Council will receive capital receipts each year for any properties sold. The value of the receipt is calculated using a formula that takes the net income forgone from the total proceeds from the sale of dwellings. It is difficult to ascertain how much the Council might receive but an amount of circa £0.200m has been received in each of the last 2 financial years.

VAT on Postages

Historically Royal Mail postal services have been VAT exempt. Following a case by TNT against Royal Mail in April 2009 it was found that Royal Mail were too loose on their interpretation of public/universal postal services. Therefore Councils should have had the ability to recover input tax on business postal services going back to 1973.

The Councils VAT advisors are now involved in a high court Claim for Damages restitution against Royal Mail through the legal firm Mishcon De Reya. Currently over 180 Councils stand behind this claim.

In addition, a claim is being made to the HMRC for output tax on exempt charges over the past 4 years.

It is difficult to determine how much the Council might receive should the claims prove to be successful but it could be in the region of £0.220m.

S106 Agreements

There may be S106 developers agreements and consequently contributions payable to the Council in the future. However, it is not possible to accurately determine when or the value of any such sums due since they are often dependent upon planning conditions and development

Greater Lincolnshire Enterprise Partnership

On 09 March 2017 it was confirmed that the Greater Lincolnshire Enterprise Partnership had been successful in securing £29.45m from EU funding. The Council's element of the overall bid included £4m towards the Gainsborough Growth Programme and £1.5m of funding for the Food Enterprise Zone. It is unclear at this time what the conditions of these grants are and how and when funding will be received.

32 NATURE AND EXTENT OF RISKS ARISING FROM FINANCIAL INSTRUMENTS

Key risks

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

- **Credit risk** the possibility that other parties might fail to pay amounts due to the Council;
- **Liquidity risk** the possibility that the Council might not have funds available to meet its commitments to make payments;
- **Re-financing risk** the possibility that the Council might be required to renew a financial instrument on maturity at disadvantageous interest rates or terms;
- **Market risk** the possibility that financial loss might arise for the Council as a result of changes in such measures as interest rates movements.

Overall procedures for managing risk

The Council'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. The procedures for risk management are set out through a legal framework based on the Local Government Act 2003 and associated regulations. These require the Council to comply with the CIPFA Prudential Code, the CIPFA Code of Practice on Treasury Management in the Public Services and investment guidance issued through the Act. Overall, these procedures require the Council to manage risk in the following ways:

- by formally adopting the requirements of the CIPFA Treasury Management Code of Practice;
- by the adoption of a Treasury Policy Statement and treasury management clauses within the Council's Constitution;
- by approving annually in advance prudential and treasury indicators for the following three years limiting:
 - o The Council's overall borrowing;
 - o Its maximum and minimum exposures to fixed and variable rates of interest;
 - o its maximum and minimum exposures to the maturity structure of its debt (if required);
 - o its maximum annual exposures to investments maturing beyond a year; and
- by approving an investment strategy for the forthcoming year setting out its criteria for both investing and selecting investment counterparties in compliance with Government guidance.

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

The annual Treasury Management Strategy which incorporates the Investment Strategy, MRP Policy and prudential indicators was approved by Council on 3 March 2016 and is contained within the Budget Book 2016/17 available on the Council website. The key issues within the Strategy were:

- The Authorised Limit for 2016/17 was set at £22.9m. This is the maximum limit of external borrowings or other term liabilities.
- The Operational Boundary was expected to be £10.41m. This is the expected level of debt and other long term liabilities during the year.
- The maximum amounts of fixed and variable interest rate exposure were set at 100% and 75% based on the Council's net debt.

Risk management is carried out by officers in the Financial Services 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 (Treasury Management Practices – TMPs) covering specific areas, such as interest rate risk, credit risk, and the investment of surplus cash. These TMPs are a requirement of the Code of Practice and are reviewed periodically.

Credit risk

Credit risk arises from deposits with banks and financial institutions, as well as any credit exposures to the Council's customers. This risk is minimised through the Annual Investment Strategy, which requires that deposits are not made with financial institutions unless they meet identified minimum credit criteria, in accordance with the Fitch, Moody's and Standard & Poors Credit Ratings Services. The Annual Investment Strategy also considers maximum amounts and time limits with a financial institution located in each category.

The credit criteria in respect of financial assets held by the Council are detailed below:

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

- credit watches and credit outlooks from credit rating agencies
- CDS spreads to give early warning of likely changes in credit ratings
- sovereign ratings to select counterparties from only the most creditworthy countries
- Banks 1 – good credit quality – the Council will only use banks which have, as a minimum, the following Fitch, Moody's and Standard and Poors credit ratings (where rated).
 - Short Term F1
 - Long term A
 - (N.B. Viability, Financial Strength and Support ratings have been removed and will not be considered in choosing counterparties)
- Banks 2 – Part nationalised UK banks – Lloyds Banking Group and Royal Bank of Scotland. (These banks can be included if they continue to be part nationalised or they meet the ratings in Banks 1 above).
- Banks 3 – The Council's own banker for transactional purposes. If the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time.
- Bank subsidiary and treasury operation – The Council will use these where the parent bank has provided an appropriate guarantee or has the necessary ratings outlined above.
- Building Societies – The Council will use all societies which meet the ratings for banks outlined above.
- Money Market Funds – AAA
- Enhanced Money Market Funds - AAA
- UK Government (including gilts and the DMADF)
- Certificates of Deposit
- Local authorities, parish councils etc
- Supranational institutions
- Local Authority Property Asset Funds
- Corporate Bond Funds
- Covered Bonds

A limit of £2m per counterparty will be applied to the use of Non-Specified investments largely determined by the long term investment limits.

The full Investment Strategy for 2016/17 was approved by Full Council on 3 March 2016 and is available on the Council's website.

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

The Council's maximum exposure to credit risk in relation to its investments in financial institutions of £14m (£13.525m 2015/16) cannot be assessed generally as the risk of any institution failing to make interest payments or repay the principal sum will be specific to each individual institution. Recent experience has shown that it is rare for such entities to be unable to meet their commitments. A risk of irrecoverability applies to all of the Authority's deposits, but there was no evidence at 31 March 2017 that this was likely to crystallise.

No credit limits were exceeded during the reporting period and the Council does not expect any losses from non-performance by any of its counterparties in relation to deposits and bonds.

Liquidity Risk

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

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

All trade and other payables are due to be paid in less than one year.

The maturity analysis of financial investments excluding sums due from customers, is as follows:

31 March 2016		31 March 2017
£'000	Investments	£'000
18,253	Less than 1 year	16,635
0	Between 1 and 2 years	0
0	Between 2 and 3 years	0
2,186	More than 3 years	2,183
20,439	Total	18,818

Refinancing and Maturity Risk

The Council maintains a significant investment portfolio but is currently 'debt free'. Whilst the cash flow procedures above are considered against the refinancing risk procedures, long-term risk to the Council relates to managing the exposure to replacing financial instruments as they mature. This risk relates to both the maturing of longer term financial liabilities and longer term financial assets, although currently only applies to longer term financial assets.

The approved treasury indicator limits for the maturity structure of debt and the limits placed on investments placed for greater than one year in duration are the key parameters used to address this risk. The Council's approved treasury and investment strategies address the main risks and the central treasury team address the operational risks within the approved parameters. This includes monitoring the maturity profile of investments to ensure sufficient liquidity is available for the Council's day to day cash flow needs, and the spread of longer term investments provide stability of maturities and returns in relation to the longer term cash flow needs.

Market Risk

Interest Rate Risk

The Council has no long term debt but may borrow for short term cash flow purposes. The Council is exposed to interest rate movements on its investments and potentially any borrowings. Movements in interest rates have a complex impact on the Council, depending on how variable and fixed interest rates move across differing financial instrument periods. For instance, a rise in variable and fixed interest rates would have the following effects:

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

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

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

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

	£'000
Increase in interest payable on variable rate borrowings	0
Increase in interest receivable on variable rate investments	52
Impact on Other Comprehensive Income and Expenditure	52

The approximate impact of a 1% fall in interest rates would be as above but with the movements being reversed. These assumptions are based on the same methodology as used in the Note 15 – Fair Value of Assets and Liabilities carried at Amortised Cost.

Price Risk

The Council, excluding the Pension Fund, does not generally invest in equity shares or marketable bonds.

Foreign Exchange Risk

The Council, excluding the Pension Fund, does not generally invest in equity shares or marketable bonds.

33 CASH FLOW STATEMENT - OPERATING ACTIVITIES

The cash flow for operating activities include the following items:

2015/16 £'000		2016/17 £'000
254	Interest received	308
(46)	Interest paid	(23)
80	Dividends Received	0
288		285

34 ACQUIRED AND DISCONTINUED OPERATIONS

West Lindsey District Council purchased Surestaff Lincs Ltd for £0.038m in June 2016. Initially, the primary function of Surestaff Ltd was a recruitment business with the main objective to supply the Council with temporary workers to fulfill the garden waste demand during eight months of the year when the service is delivered. This will now be fulfilled through WLDC Staffing Services Ltd. Surestaff Lincs Ltd continues to operate as a recruitment business providing agency staff to companies in the area.

In March 2017 West Lindsey District Council became a 50% shareholder of Market Street Renewal Limited and Eve Fawcett-Moralee (Commercial and Economic Growth Director for WLDC) was appointed as a Director on 24/03/2017. The company was primarily set up for the development and renovation of Market Street in Gainsborough.

35 AGENCY SERVICES

In accordance with the Code, the collection and distribution of National Non-Domestic Rates (NNDR) and Council Tax is deemed to be an agency arrangement. The costs of collection of NNDR and the surplus or deficit on the Collection Fund for the year, are shown in the Collection Fund Statement.

COLLECTION FUND ACCOUNT

Supplementary Financial Statements and Explanatory Notes

The Collection Fund

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

The Council has a statutory requirement to operate a Collection Fund as a separate account to the General Fund. The purpose of the Collection Fund therefore is to isolate the income and expenditure relating to Council Tax and Business Rates. The administrative costs associated with the collection process are charged to the General Fund.

In 2013/14 the local government finance regime was revised with the introduction of the retained business rates scheme. The main aim of the scheme is to give Councils a greater incentive to grow businesses in the district. It does, however, also increase the financial risk due to non-collection and the volatility of the Business Rates tax base.

The scheme allows the Council to retain a proportion of the total Business Rates received. The Council's share is 40% with the remainder paid to Lincolnshire County Council 10% and Central Government 50%.

Business Rates Surpluses and Deficits declared by West Lindsey District Council in relation to Collection Fund are apportioned to the relevant bodies in the subsequent financial year in their respective proportions.

The Code of Practice followed by Local Authorities in England stipulates that the Collection Fund Income and Expenditure Account is included in the Council's accounts. The Collection Fund balance sheet meanwhile is incorporated into the Council's balance sheet.

COLLECTION FUND ACCOUNT

2015/16			Income/Expenditure	Note	2016/17		
Council Tax £'000	Business Rates £'000	Total £'000			Council Tax £'000	Business Rates £'000	Total £'000
44,542	0	44,542	Income				
0	15,137	15,137	Net Council Tax Receivable	1	46,397	0	46,397
			Business Rate Receivable	2	0	16,401	16,401
44,542	15,137	59,679	Total Income		46,397	16,401	62,798
			Expenditure				
6,952	6,511	13,463	West Lindsey District Council				
116	0	116	Precepts, Demands & Shares		7,279	6,653	13,932
			Distributed Surplus/(Deficit)		202	(146)	56
30,650	1,628	32,278	Lincolnshire County Council				
504	0	504	Precepts, Demands & Shares		32,599	1,663	34,262
			Distributed Surplus/(Deficit)		891	(36)	855
5,578	0	5,578	Lincolnshire Police Authority				
91	0	91	Precepts, Demands & Shares		5,819	0	5,819
			Distributed Surplus/(Deficit)		162	0	162
0	8,139	8,139	Central Government				
0	0	0	Precepts, Demands & Shares		0	8,316	8,316
			Distributed Surplus/(Deficit)		0	(183)	(183)
0	106	106	Cost of Collection Allowance		0	106	106
27	0	27	Write offs of uncollectable amounts		0	24	24
(40)	104	64	Increase/(Decrease) in Impairment Allowance		51	377	428
0	1,373	1,373	Increase/(Decrease) in Provision for Appeals		0	0	0
0	141	141	Transitional Protection Payments		0	325	325
0	20	20	Disregarded Amounts		0	25	25
43,878	18,022	61,900	Total Expenditure		47,003	17,124	64,127
664	(2,885)	(2,221)	Surplus/(Deficit) arising during the year	3	(606)	(723)	(1,329)
1,966	(255)	1,711	Surplus/(Deficit) b/fwd 1st April		2,630	(3,140)	(510)
2,630	(3,140)	(510)	Surplus/(Deficit) c/fwd 31st March		2,024	(3,863)	(1,839)

NOTES TO THE COLLECTION FUND ACCOUNT

1 Council Tax

Council tax income derives from charges raised according to the value of residential properties that have been classified into eight Valuation Bands (A to H). Individual charges are calculated by estimating the amount of income required to be taken from the Collection Fund by Lincolnshire County Council, Lincolnshire Police Authority and West Lindsey District Council together with each Parish requirement. This is then divided by the Council Tax base i.e. the number of properties in each valuation band for 2016/17 this was converted to an equivalent number of band D dwellings and adjusted for discounts. The basic amount of Council Tax for a band D property including an average parish charge is £1,582.38 (£1,529.88, 2015/16) and is multiplied by the ratio specified for the particular band to give an individual amount due.

The Council Tax Base for 2016/17 was 28,878.71 (28,224.11 2015/16). This increase between financial years is as a result of the a reduction in long term empty properties, and new properties added to the rating list. The tax base for 2016/17 was approved by the Council meeting in January 2016 and was calculated as follows:

Valuation Band	Ratio (ninths)	No of Dwellings on Valuation List		Equivalent Dwellings after discounts, exemptions and reliefs		Number of Band D Equivalent Dwellings	
		2015/16	2016/17	2015/16	2016/17	2015/16	2016/17
		Disabled	5	0	0	21	14
Band A	6	15,607	15,800	13,510	13,736	6,346	6,651
Band B	7	7,824	7,908	7,036	7,141	4,838	4,985
Band C	8	7,476	7,539	6,867	6,918	5,715	5,791
Band D	9	5,607	5,650	5,293	5,332	5,142	5,206
Band E	11	3,328	3,355	3,171	3,204	3,779	3,826
Band F	13	1,386	1,396	1,309	1,326	1,871	1,895
Band G	15	509	511	482	484	795	799
Band H	18	61	64	42	42	85	84
Total		41,798	42,223	37,731	38,197	28,579	29,242
Deduction for non-collection, new build, demolition and other adjustments						(488)	(497)
Band D Equivalent for Council Tax Base						28,091	28,745
Band D Equivalent for Contributions in Lieu						133	134
Council Tax Base (Band D equivalent)						28,224	28,879

2 Business Rates

Business Rates (NNDR) are determined on a national basis by Central Government which sets an annual non-domestic rating multiplier amounting to 49.7p in 2016/17 (49.3p in 2015/16). The non-domestic rate multiplier for small businesses is 48.4p in 2016/17 (48.0p in 2015/16). Subject to the effects of transitional arrangements, local businesses pay rates calculated by multiplying their rateable value by this multiplier. Local rateable values totalled £42.531m at 31 December 2015 and were used to calculate the Business Rates Retention scheme amounts for 2016/17 (£42.652m in 2015/16).

The introduction of the Business Rates Retention Scheme in 2013/14 resulted in local authorities retaining a proportion of the total collectable rates due, rather than paying the whole Business Rates to the central pool. (WLDC 40%, Lincolnshire CC 10% and Central Government 50%)

The business rates shares payable for 2016/17 were estimated before the start of the financial year as £8.316m to Central Government, £1.663m to Lincolnshire County Council and £6.653m to West Lindsey District Council. These sums have been paid in 2016/17 and charged to the Collection Fund in year.

When the scheme was introduced, Central Government set a baseline level for each authority identifying the expected level of retained business rates and a top up or tariff amount to ensure that all Authorities receive their baseline amount. Tariffs due from Authorities are payable to Central Government or if the authority is part of a Business Rates Pool, to the administering authority. The tariff is used to finance the top ups to those authorities who do not achieve their targeted baseline funding. In this respect the Council paid a tariff of £3.492m (£3.463m 2015/16) to the Lincolnshire Business Rates Pool (Central Government in 2015/16).

The total income from business rate payers collected in 2016/17 was £16.401m (£15.137m 2015/16).

In addition to the tariff, a 'safety net' figure is calculated at 92.5% of baseline amount which ensures that authorities are protected to this level of Business Rates income. The safety net figure for the Council is £2.559m (£2.538m 2015/16). The comparison of business rate income to the safety net uses the total income collected from business rate payers and adjusts for losses in collection, losses on appeal, transitional protection payments, the cost of collection and the revision to Small Business Rate Relief.

3 Collection Fund Surpluses and Deficits

The year-end surplus or deficit on the Collection Fund is to be distributed between billing and precepting authorities on the basis of estimates made on the year end balance. The calculation is made on the 15 January each year and taken into consideration when setting the Council Tax 2016/17. In 2016/17 the Council received £0.202m, its share of the 2015/16 Council Tax estimated surplus and this amount is reflected in the CIES, Taxation and Other Grant Income.

The actual cumulative Collection Fund deficit of £1.839m at 31 March 2017 includes the Business Rates deficit of £3.863m. There has been no increase in the provision for appeals in 2016/17 with the total provision remaining at £1.942m.

For the purpose of these accounts the accumulated surplus/(deficit) is attributed in relevant amounts for both Council Tax and Business Rates to the precepting bodies' debtor/(creditor) accounts and the billing authority (WLDC) as follows:

2015/16			2016/17		
CTAX £'000	Business Rates £'000		CTAX £'000	Business Rates £'000	Total £'000
421	(1,256)	West Lindsey District Council	324	(1,545)	(1,221)
1,871	(314)	Lincolnshire County Council	1,444	(386)	1,058
337	0	Lincolnshire Police Authority	256	0	256
0	(1,570)	Central Government	0	(1,932)	(1,932)
2,629	(3,140)	Balance at 31 March	2,024	(3,863)	(1,839)

GLOSSARY OF TERMS

ACCOUNTING POLICIES

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

- Recognising
- Selecting measurement bases for, and
- Presenting assets, liabilities, gains, losses and changes to reserves.

Accounting policies do not include estimation techniques.

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

ACCRUALS

Sums included in the final accounts of the Council to cover income or expenditure attributable to the accounting period for which payments have not been received/made in the financial year. Local authorities accrue for both revenue and capital expenditure.

AMORTISATION

The measure of the consumption or other reduction in the useful life of an intangible asset, charged annually to service revenue accounts.

AUTHORISED LIMIT

This represents the legislative limit on the Council's external debt under the Local Government Act 2003.

AVAILABLE FOR SALE FINANCIAL INSTRUMENTS

The Available for Sale Financial Instruments are investments that have quoted market prices or otherwise do not have fixed or determinable payments.

Any gains arising from increases in the value of the investments are credited to the Available For Sale Financial Instruments Reserve. The balance of the reserve is reduced when instruments with accumulated gains are:

- Revalued downwards or impaired and the gains are lots
- Disposed of and the gains are realisable

BALANCES

Surplus of income over expenditure that may be used to finance expenditure. Balances can be earmarked in the accounts for specific purposes. Those that are not, represent resources set aside for such purposes as general contingencies and cash flow management.

BALANCE SHEET

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

BILLING AUTHORITIES

Those authorities that set the Council Tax and collect the Council Tax and Non-Domestic Rates.

BUSINESS RATES/NATIONAL NON DOMESTIC RATES (NNDR)

See National Non Domestic Rates (NNDR).

CAPITAL ADJUSTMENT ACCOUNT

The Capital Adjustment Account contains the amounts which are required by statute to be set aside from capital receipts and revenue for the repayment of external loans, as well as amounts of revenue, useable capital receipts and contributions which have been used to fund capital expenditure. It also accumulates depreciation impairment and write off of fixed assets on disposal.

CAPITAL CHARGES

Annual charges to service revenue accounts to reflect the cost of fixed assets used in the provision of services, an example being depreciation.

CAPITAL EXPENDITURE

Spending that produces or enhances an asset, like land, buildings, roads, vehicles, plant and machinery. Definitions are set out in Section 40 of the Local Government and Housing Act 1989. Any expenditure that does not fall within the definition must be charged to a revenue account.

CAPITAL PROGRAMME

The capital projects a Council proposes to undertake over a set period of time. The usual period covered by a capital programme is five years.

CAPITAL RECEIPTS

The proceeds from the sale of fixed assets such as land and buildings. Capital receipts can be used to repay any outstanding debt on fixed assets or to finance new capital expenditure within rules set down by Government. Capital receipts cannot, however, be used to finance revenue expenditure.

CHARTERED INSTITUTE OF PUBLIC FINANCE AND ACCOUNTANCY (CIPFA)

The professional accountancy body concerned with local authorities and the public sector.

COLLECTION FUND

The Collection Fund is a statutory fund set up under the provisions of the National Local Government Finance Act 1988. It includes the transactions of the charging Council in relation to Non-Domestic Rates and Council Tax and illustrates the way in which the fund balance is distributed to Central Government, preceptors and the General Fund.

COMMUNITY ASSETS

These are fixed assets that the Council intends to hold in perpetuity, that have no determinable useful life and that may have restrictions on their disposal. Examples of community assets are parks and historic buildings not used in the direct provision of services

CONTINGENT LIABILITIES

Potential losses for which a future event will establish whether a liability exists and for which it is inappropriate to set up a provision in the accounts.

COUNCIL TAX

The main source of local taxation to local authorities. Council Tax is levied on households within its area by the billing Council and the proceeds are paid into its Collection Fund for distribution to precepting authorities and for use by its own General Fund.

COUNCIL TAX BASE

The council tax base of an area is equal to the number of band "D" equivalent properties. It is calculated by counting the number of properties in each of the eight Council Tax bands and then converting this into an equivalent number of band "D" properties (e.g. a band "H" property pays twice as much Council Tax as a band "D" property and therefore is equivalent to two band "D" properties). For the purpose of calculating Formula Grant, the Government assumes a 100% collection rate. For the purpose of calculations made by a local Council of the basic amount of Council Tax for its area for each financial year, the Council makes an estimate of its collection rate and reflects this in the tax base.

CURRENT EXPENDITURE

Expenditure on running costs such as that in respect of employees, premises and supplies and services.

DEFERRED CREDITS

This is the term applied to deferred capital receipts. These transactions arise when fixed assets are sold and the amounts owed by the purchasers are repaid over a number of years, e.g. mortgages. The balance is reduced by the amount repayable in any financial year.

DEPRECIATION

Charges reflecting the wearing out, consumption or other reduction in the useful life of a fixed asset.

EARMARKED RESERVES

These are reserves set aside for a specific purpose or a particular service or type of expenditure.

EMOLUMENTS

All sums paid to or receivable by an employee and any sums due by way of expenses allowance (as far as those sums are chargeable to UK income tax) and the money value of any other benefits received other than in cash. Pension contributions payable by either employee or employer are excluded.

EXTERNAL AUDIT

The independent examination of the activities and accounts of local authorities to ensure that the accounts have been prepared in accordance with legislative requirements and proper practices and to ensure that the Council has made proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

FAIR VALUE

Fair value is the price at which an asset could be exchanged in an arm's length transaction, less any grants receivable towards the purchase of the asset.

FEES AND CHARGES

Income raised by charging users of services for the facilities. For example, Councils usually make charges for the use of leisure facilities, car parks and the collection of trade refuse etc.

FINANCE LEASE

Arrangement whereby the lessee is treated as owner of the leased asset and is required to include such assets within fixed assets on the Balance Sheet.

FINANCIAL INSTRUMENT

Contracts which give rise to a financial asset of one organisation and a financial liability.

FINANCIAL INSTRUMENT ADJUSTMENT ACCOUNT

An account that holds the accumulated difference between the financing costs included in the Comprehensive Income and Expenditure Account and the accumulated financing costs required in accordance with regulations to be charged to the General Fund Balance.

FINANCIAL REPORTING STANDARDS (FRS)

A statement of accounting practice issued by the Accounting Standards Board.

FINANCIAL YEAR

The Council's financial year commences on 1 April and ends on 31 March the following year.

FIXED ASSET

Tangible asset that yields benefits to the Council and the services it provides for a period of more than one year.

GAAP

Generally Accepted Accounting Principles is the standard framework of guidelines for financial accounting. It includes the standards, conventions and rules accountants follow in recording and summarising transactions and in the preparation of financial statements.

GENERAL FUND

The main revenue fund of a billing Council. Day to day spending on services is met from this Fund.

GROSS EXPENDITURE

The total cost of providing Council services before taking into account income from government grants and fees and charges for services.

HERITAGE ASSETS

A tangible asset with historical, artistic, scientific, technological, geophysical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture.

IMPAIRMENT

Impairment occurs when that value of an asset has reduced. This can be either as a result of a general fall in prices or by a clear consumption of economic benefits such as by physical damage to the asset. Examples of factors which may cause such a reduction in value include evidence of obsolescence or physical damage to the asset.

INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)

Accounting standards adopted from 1 April 2010 for Local Government entities.

INFRASTRUCTURE ASSETS

Expenditure on works of construction or improvement but which have no tangible value, such as construction of or improvement to highways.

INTERNAL AUDIT

An independent appraisal function established by the management of an organisation for the review of the internal control system as a service to the organisation. It objectively examines, evaluates and reports on the adequacy of internal control as a contribution to the proper economic, efficient and effective use of resources. Every Council is required to maintain an adequate and efficient internal audit. A review of the effectiveness of the internal audit function of a Council has to be considered and approved by the Council's Members each year.

INTANGIBLE ASSETS

Capital expenditure which does not result in the creation of a tangible fixed asset but which gives the Council a controllable access to future economic benefits, e.g. software licences.

INVESTMENTS

Deposits with approved institutions.

LONG TERM DEBTORS

Amounts due to the Council more than one year after the Balance Sheet date.

MINIMUM REVENUE PROVISION (MRP)

The minimum annual provision from revenue towards a reduction in a Council's overall borrowing requirement.

MAIN ACCOUNT STATEMENTS

- Comprehensive Income and Expenditure Statement (CIES)
A financial statement which records the day to day activity of the Council
- Movement in Reserves Statement (MIRS)
This statement shows the movement in the year on the different reserves held by the Council
- The Balance Sheet
This statement shows the value as at the Balance Sheet date of the assets and liabilities recognised by the Council
- Cash Flow Statement
This statement shows the changes in cash and cash equivalents of the Council during the reporting period

NATIONAL NON-DOMESTIC RATE (NNDR)/BUSINESS RATES

Business rates is the common term used for national non domestic rates (NNDR) which is the levy on business property. It is based on a national rate in the pound applied to the 'rateable value' of the property. The Government determines a national rate poundage each year which is applicable to all Local Authorities. Local Authorities collect the non-domestic rate but the

proceeds are apportioned on a % basis to the Billing Authority (40%), the precepting Authority (10%) and Central Government (50%).

NET EXPENDITURE

Gross expenditure less gross income.

NON-OPERATIONAL ASSET

Fixed assets held by the Council but not directly used or consumed in the delivery of its services. This would include properties and land that are Held For Sale or Surplus.

OPERATIONAL ASSET

Fixed assets held by the Council and used or consumed in the delivery of its services.

OPERATING LEASE

An arrangement whereby the risks and rewards of ownership of the leased asset remain with the leasing company, or lessor.

OPERATIONAL BOUNDARY

This reflects the maximum anticipated level of external debt consistent with budgets and forecast cash flows.

PENSION FUND

An employees' pension fund maintained by a Council, or a group of authorities, in order to make pension payments on retirement of participants. It is financed from contributions from the employing Council, the employee and investment income.

PRECEPT

The levy made by precepting authorities on billing authorities, requiring the latter to collect income from council taxpayers on their behalf.

PRECEPTING AUTHORITIES

Those authorities that are not billing authorities (i.e. do not collect Council Tax or NDR) and precept upon the billing Council, which then collects it on their behalf. Lincolnshire County Council, Lincolnshire Police Authority/Police and Crime Commissioner, Lincolnshire Fire and Rescue Authority and Parish Councils all precept upon West Lindsey District Council.

PROVISIONS

Sums set aside to meet future expenditure where a specific liability is known to exist but that cannot be measured accurately.

RELATED PARTIES

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

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

Examples of related parties of a Council include:

- UK Central Government;
- Local authorities and other bodies precepting or levying demands on the Council Tax;
- Its subsidiary and associated companies;

- Its joint ventures and joint venture partners;
- Its Members;
- Its Senior Officers.

For individuals identified as related parties, the following are also presumed to be related parties:

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

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 Accounting Standards (IAS), International Public Sector Accounting Standards (IPSAS) and International Financial Reporting Interpretations Committee (IFRIC) plus UK Generally Accepted Accounting Practice (GAAP) and Financial Reporting Standards (FRS) including Statements of Standard Accounting Practice (SSAP).

REVALUATION RESERVE

This records unrealised revaluation gains arising since 1st April 2007 from holding assets. It also records any reductions in the value of assets subject to the limit of any previous increases in the value of the same asset. It should be noted that this reserve and the Capital Adjustment Account are matched by fixed assets within the Balance Sheet. They are not resources available to the Council and are therefore termed 'Unusable'.

REVENUE EXPENDITURE FUNDED FROM CAPITAL UNDER STATUTE (REFCUS)

Expenditure of a capital nature for which there is no tangible asset acquired by the Council. This would include capital grants or renovation grants to private persons.

REVENUE SUPPORT GRANT (RSG)

This funding is the Government Grant provided by the Department of Communities and Local Government (DCLG) that is based on the Government's assessment as to what should be spent on local services. The amount provided by the DCLG is fixed at the beginning of each financial year, and is announced as part of the Comprehensive Spending Review.

SOFT LOANS

A "soft loan" is where a loan has been made for policy reasons, rather than as a financial instrument. These loans may be interest free or at rates below prevailing market rates. Commonly, such loans are made to local organisations that undertake activities that the Council considers will have benefit to the local population.

STATEMENT OF ACCOUNTS

Local authorities are required to prepare, in accordance with proper practices, a Statement of Accounts in respect of each financial year, which contains prescribed financial statements and associated notes. Members of the Council must approve the Statement by 30 September following the end of the financial year.

STATEMENT OF RECOMMENDED PRACTICE (CODE)

The accounts have been produced in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom: A Statement of Recommended Practice.

TOTAL COST

The total cost of a service or activity includes all costs that relate to the provision of the service (directly or bought in) or to the undertaking of the activity. Gross total cost includes employee costs, expenditure relating to premises and transport, supplies and services, third party payments, transfer payments, support services and depreciation charges. This includes an appropriate share of all support services and overheads that need to be apportioned.

USABLE CAPITAL RECEIPTS

Amounts available to finance capital expenditure in future years.

USABLE RESERVES

Amounts set aside in the accounts for future purposes that fall outside the definition of provisions. They include general balances and reserves that have been earmarked for specific purposes. Expenditure is not charged directly to a reserve, but to the appropriate service revenue account.

UNUSABLE RESERVES

Represent gains and losses yet to be realised and which are not available to support services.

This page is intentionally left blank

Purpose:

This report provides a summary of reports that are due on the Forward Plan over the next 12 months for the Governance and Audit Committee.

Recommendation:

1. That members note the schedule of reports.

Governance and Audit			
Active/Closed	Active		
Date	Title	Lead Officer	Purpose of the report
20/06/2017	Member Training update	Alan Robinson	To present an update on the Member development programme
	Internal Audit Annual Report	Tracey Bircumshaw	To present the Annual Audit Report
	Draft Member Development Plan	Alan Robinson	To present Draft Member Development Plan
	Draft AGS 16/17	James O'Shaughnessy	To present the Draft AGS 16/17
25/07/2017	Annual Fraud Report	Carol Bond	To present the Annual Fraud Report
	AGS 15/16 Monitoring Report (Q4) & 16/17 final	James O'Shaughnessy	To provide Members with an update on the progress made against actions relating to the significant issues identified within the AGS 2015/16. and to present the finalised AGS for 16/17
	Review of the Effectiveness of Internal Audit	James O'Shaughnessy	Report from the Statutory Officers relating to Review of the Effectiveness of Internal Audit
	Internal Audit Plan - Monitoring report - Period 1	Tracey Bircumshaw	To present the Internal Audit Plan Monitoring report for Period 1 (internal audit)
	Annual Feedback Report 2016-2017	Lyn Marlow	To present the Annual Feedback Report 2016-2017 - Complaints, Comments and Compliments
	Annual Whistleblowing Report	Alan Robinson	To present the Annual Whistleblowing Report

	Quickline Business Plan/Payments	Ian Knowles	To present the Quickline Business Plan/Payments - Monitoring Report
	ISA 260 Report	Tracey Bircumshaw	To present the ISA 260 Report
	outcome of development management audit	Matthew Waller	to present the finding of the audit into development management
14/09/2017	Audited Statement of Accounts 16/17	Tracey Bircumshaw	To present the Audited Statement of Accounts 16/17
07/11/2017	Strategic Risks - 6 month Update	James O'Shaughnessy	To present the 6 monthly Strategic Risks Update
	Annual Audit Letter	Tracey Bircumshaw	To present the Annual Audit Letter
	Members Allowances	Alan Robinson	To inform the work of the Remuneration Panel prior to them making recommendations to Full Council
	Quickline Business Plan/Payments	Ian Knowles	To present the Quickline Business Plan/Payments - Monitoring Report for Period 2
	Internal Audit Plan - Period 2 Monitoring Report	Tracey Bircumshaw	To present the Internal Audit plan for Period 2 Monitoring Report
	AGS Monitoring Report - Period 1	James O'Shaughnessy	To present the AGS Monitoring Report for Period 1
16/01/2018	Certification of Grants and Claims	Tracey Bircumshaw	To present the Certification of Grants and Claims report
	Quickline Business Plan/Payments	Ian Knowles	To present the Quickline Business Plan/Payments - Monitoring Report for Period 3
	Internal Audit Monitoring Report - Period 3	James O'Shaughnessy	To present the Internal Audit Monitoring Report for Period 3
	Draft Annual Treasury Management Strategy	Tracey Bircumshaw	To present the Draft Annual Treasury Management Strategy Report
	AGS Monitoring Report - Period 2	James O'Shaughnessy	To present the AGS Monitoring Report for Period 2
13/03/2018	Accounting Matters 2017/18 Closedown actuarial ass	Tracey Bircumshaw	To present the Accounting Matters 2017/18 Closedown Report and actuarial assumptions
	Combined Assurance Report 2017/18	James O'Shaughnessy	To present the Combined Assurance Report

	Draft Internal Audit Plan 18/19	Tracey Bircumshaw	To present the Draft Internal Audit Plan 18/19
	External Audit Plan 17/18	Tracey Bircumshaw	To present the External Audit Plan 17/18
	Internal Audit Charter	Tracey Bircumshaw	To provide independent and objective assurance on critical activities and key risks
17/04/2018	Strategic Risks - 6 month Update	James O'Shaughnessy	To present the 6 monthly update
	Quickline Monitoring Q4	Tracey Bircumshaw	Exempt monitoring report to assess progress against the agreed loan
	Constitution Annual Review	Alan Robinson	To present the Annual Review of the Constitution
	AGS 15/16 Monitoring Report (Q3)	James O'Shaughnessy	To provide Members with an update on the progress made against actions relating to the significant issues identified within the AGS 2015/16
	Internal Audit Q4 Monitoring	Tracey Bircumshaw	To present the final quarter monitoring report
Grand Total			

This page is intentionally left blank