

AGENDA

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

**Governance and Audit Committee
Tuesday, 20th July, 2021 at 2.00 pm
Council Chamber - The Guildhall**

PLEASE NOTE DUE TO CAPACITY LIMITS WITHIN THE GUILDHALL THE PUBLIC VIEWING GALLERY IS CURRENTLY SUSPENDED

This Meeting will be available to watch live via: <https://west-lindsey.public-i.tv/core/portal/home>

Members:

- Councillor John McNeill (Chairman)
- Councillor Mrs Jackie Brockway (Vice-Chairman)
- Councillor Stephen Bunney
- Councillor Mrs Tracey Coulson
- Councillor Christopher Darcel
- Councillor David Dobbie
- 1x vacancy

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** (PAGES 3 - 8)
To confirm and sign as a correct record the Minutes of the Meeting of the Governance and Audit Committee held on Tuesday 15 June 2021.

4. **Members Declarations of Interest**
Members may make any declarations of interest at this point but may also make them at any point during the meeting.

5. **Matters Arising Schedule** (PAGE 9)
Matters Arising schedule setting out current position of previously agreed actions as at 12 July 2021.

6. **Public Reports for Consideration**
 - a) Annual Fraud Report 2020/21 (PAGES 10 - 17)
 - b) Annual Voice of the Customer Report 2020/21 (PAGES 18 - 46)
 - c) Internal Audit Annual Report 2020/2021 (PAGES 47 - 72)
 - d) Internal Audit Quarter 1 Report 21/22 (PAGES 73 - 90)
 - e) Draft Annual Governance Statement 2020/21 (PAGES 91 - 103)
 - f) Unaudited Statement of Accounts 2020-21 (PAGES 104 - 233)

7. **Workplan** (PAGES 234 - 236)

Ian Knowles
Head of Paid Service
The Guildhall
Gainsborough

Monday, 12 July 2021

WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Governance and Audit Committee held in the Council Chamber - The Guildhall on 15 June 2021 commencing at 2.00 pm.

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

Councillor Stephen Bunney
Councillor Mrs Tracey Coulson
Councillor David Dobbie
Councillor Mrs Caralyne Grimble
Councillor Mrs Angela White
Alison Adams
Andrew Morriss

In Attendance:

James O'Shaughnessy	Head of Policy Strategy and Sustainable Environment / Deputy Monitoring Officer
Tracey Bircumshaw	Assistant Director of Finance and Property Services and Section 151 Officer
Nova Roberts	Assistant Director of Change Management & Regulatory Services
Emma Redwood	Assistant Director People and Democratic Services
Katie Storr	Democratic Services & Elections Team Manager (Interim)

Apologies: Peter Walton

1 PUBLIC PARTICIPATION PERIOD

There was no public participation.

2 MINUTES OF PREVIOUS MEETING

RESOLVED that the Minutes of the previous Meeting of the Governance and Audit Committee held on 13 April 2021 be approved and signed as a correct record.

3 MEMBERS DECLARATIONS OF INTEREST

There were no declarations of interests made at this point in the meeting.

4 MATTERS ARISING SCHEDULE

All matters listed on the Matters Arising Schedule were marked as complete and as such, the schedule was duly **NOTED**.

5 CERTIFICATION OF GRANTS & RETURNS 2019/20 - HOUSING BENEFIT SUBSIDY

The Section 151 Officer presented the report which detailed the outcome of the Housing Benefit Subsidy Audit 2019/20.

Members were advised the audit had been carried out in accordance with the Department of Works and Pensions reporting requirements.

The audit identified two errors which were detailed in section 1.4 of the report and which were drawn to Members' attention. This had resulted in additional testing of 40 further cases being required and subsequently an additional fee of £1,920 for undertaking the work, bringing the overall total cost of the Audit to £7,819.

Context was offered in that the Authority had dealt with over 39,000 new changes in 2018/2019. As customers transferred to Universal Credit the Authority were often left with more complex cases. The errors identified had represented 0.0001% of changes the authority had managed in total, and whilst the aim was always 100% accuracy the subsidy rules did allow a Local Authority Error value of 0.54% of expenditure, a threshold which the Authority sat well within.

The Assistant Director of Change Management and Regulatory Services, as the responsible service director, was introduced and welcomed to the meeting.

Debate ensued and Members questioned whether the additional audit fee was value for money given the number and value of the error finds.

Members were advised that the original audit was conducted in line with the requirements of the DWP, it was their guidance which stipulated what action the Authority must undertake if any errors were found as part of that initial audit. As such, it was not a cost the Authority could avoid, it was a requirement upon them. The risk of additional audit work was always something considered in budget setting, and as such contingency budgets were in place. Whilst the fee was in excess of the original amount anticipated, the contingency budget had ensured the Authority had not in effect overspent for this work.

The Government in effect required assurance that the monies being re-claimed from them for Housing Benefits payments made by the Authority had been calculated appropriately. As such they set the parameters. Had the additional work identified further significant errors, the audit would have been "value for money", however the audit did not and that was to be welcomed, with the value being in the assurance.

Having had the expectable error rate clarified and given that the Authority had been well within this, and yet still had been required to undertake a significant amount of additional work, at additional cost, a Member questioned whether this was a proportionate requirement

of the Government and questioned whether representations should be made

Other Members considered the value came from the assurance the audit provided that small errors were not indicative of something on a much larger scale. This additional work had given this assurance that systems and process were on the whole robust and this was to be welcomed.

The Chairman sought assurance from the responsible service director, given that errors had been identified in the last two years claims, as to what if any additional measures and mitigations actions were being implemented, accepting that the value level of error was very low.

In responding Members were advised the team as a whole have been given refresher training session on Subsidy and the calculation of earnings.

Regular coaching sessions had been introduced meaning changes to Policy and requirements could be dealt with quickly. Calculation of earnings was a particularly complex area at the current time.

It was also noted that had the Authority not undertaken the additional auditing requirements it could have penalised the whole case load, at a much greater cost to the Authority.

The Chairman offered context around recommendation two and this recognised the changed nature of the report over recent years

RESOLVED that: -

- (a) the report contents and outcome of the Housing Benefit Assurance Process be accepted
- (b) future reports be owned by the Assistant Director of Change Management and Regulatory Services

6 REVIEW OF WHISTLEBLOWING ACTIVITY

The Committee considered the annual report which reviewed the use of the Whistleblowing Policy, including any instances of staff using the Procedure.

The Policy itself had last been reviewed in October 2019 and was due to be refreshed within the 2021/22 civic year.

Whilst there had been no reported cases within the year, it was still vitally important that the Authority maintained and continued to publicise the reporting mechanisms and Officers outlined the various mediums by which such promotion was undertaken.

Recent third party reviews such as the Peer Review and the Good Governance audit have provided objective assurance that a prevailing culture of honesty existed across the Council.

Debate ensued and the Vice-Chairman indicated of detailed discussion the Committee had had in their pre-briefing regarding whistleblowing and the negative connotations often

associated with the phrase. The role of the Councillor within the Policy had also been carefully considered, and whilst Councillors would not usually be involved at an operational level, it was suggested that maybe with a Policy of this nature it would be appropriate and as such training should be offered to both Officers and Councillors.

It was also suggested that Whistleblowing often came with expectations including the outcomes achievable, the “blowers” involvement in the process, their ability to affect the process and as such it was suggested that further guidance on such matters could be included in the Policy. Another suggestion for consideration was that of having a dedicated telephone number / e-mail for whistleblowing.

In light of the suggestions above and in line with recommendation two on the printed report, which asked the Committee to consider recommending changes to be incorporated into the Policy for consideration by the Joint Staff Consultative and Corporate Policy & Resources Committees, the following amendment was moved and seconded: -

That the Joint Staff Consultative Committee and Corporate Policy and Resources Committee, when reviewing the Whistleblowing Policy consider the following recommendations:

- 1) That reference to guidance on Whistleblowing published by the Department for Business, Innovation and Skills be incorporated into the Whistleblowing Policy;
- 2) That consideration be given to including the option of whistleblowing to, or at least consulting with, an independent person - for example our Internal Auditors (currently Assurance Lincolnshire) or Members (including Independent Members).
- 3) That the Whistleblowing Policy should incorporate details of training on the Policy to Officers both upon commencing employment and subsequently at appropriate regular intervals.
- 4) The role of Members in Whistleblowing should be considered and guidance provided on what to do if an Officer whistleblows to a Member.
- 5) Consideration should be given to expand the guidance to whistleblowers on the process and likely consequences of whistleblowing. There should be a greater emphasis on managing the expectations of whistleblowers.
- 6) Consideration should be given to a separate whistleblowing telephone number and email with a dedicated Officer responsible for monitoring and taking appropriate action, Alternatively, if this is already in place its prominence in the policy should be increased.

The Committee did again acknowledge the third party reviews and the positive outcomes reported. Indication was sought and received that the Whistleblowing Policy would be considered by both JSCC and Corporate Policy and Resources prior to the end of the Civic year (April 2022) and would be added to appropriate work plans. It was further confirmed that the amendments suggested were appropriate.

On being put to the vote, the amendment was approved.

On that basis it was **RESOLVED** that: -

- (a) Members were assured that the Whistleblowing Policy in place was working effectively; and
- (b) that the Joint Staff Consultative Committee and Corporate Policy and Resources Committee, when reviewing the Whistleblowing Policy consider the following recommendations:
 - 1) That reference to guidance on Whistleblowing published by the Department for Business, Innovation and Skills be incorporated into the Whistleblowing Policy;
 - 2) That consideration be given to including the option of whistleblowing to, or at least consulting with, an independent person - for example our Internal Auditors (currently Assurance Lincolnshire) or Members (including Independent Members).
 - 3) That the Whistleblowing Policy should incorporate details of training on the Policy to Officers both upon commencing employment and subsequently at appropriate regular intervals.
 - 4) The role of Members in whistleblowing should be considered and guidance provided on what to do if an Officer whistleblows to a Member.
 - 5) Consideration should be given to expand the guidance to whistleblowers on the process and likely consequences of whistleblowing. There should be a greater emphasis on managing the expectations of whistleblowers.
 - 6) Consideration should be given to a separate whistleblowing telephone number and email with a dedicated Officer responsible for monitoring and taking appropriate action, Alternatively, if this is already in place it's prominence in the policy should be increased.

7 WORKPLAN

Members were reminded of the mandatory requirement upon Committee Members to undertake appropriate training prior to consideration of the Statements of Accounts, which was scheduled to be considered by the Committee at its next meeting.

The Chairman advised, as such, training would be held on the day of the next meeting, in the Chamber prior to the Committee's formal meeting. Further details would be circulated in due course and with no further comments, the work plan was **NOTED**.

The meeting concluded at 2.46 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

Meeting	Governance and Audit Committee				
Status	Title	Action Required	Comments	Due Date	Allocated To
Black	Whistleblowing Policy	from mtg held on 15 June . The committee made a number of recommendations to the CPR Cttee for consideration when they next review the Policy . Officers to ensure the Whistleblowing Policy is received by CPR Cttee before April 2022	please ensure this matter is on relevant workplans - JSCC / CPR for consideration by conclusion of the civic year 2021/22. JSCC will receive report at its November Meeting (18/11/2021) CPR will receive the report at its January Meeting (13/1/2022)	31/08/21	Emma Redwood
Green	Statement of Accounts Training	from mtg on 15 June Reminder that Cllrs would be required to undertake statement of Accounts Training before the July Committee , as was standard practice and requirement of cttee membership . Likely to be held day of the cttee.	Please work with demo services to ensure arrangements are made and clear communications sent to Members. 12/7/2021 This year training will be held in advance of the September Committee Meeting and will be held virtually on a day before the committee but not the day of the Committee itself	15/08/21	Tracey Bircumshaw

Agenda Item 6a



**Governance and Audit
Committee**

Tuesday 20 July

Subject: Annual Fraud Report 2020/21

Report by:	Assistant Director of Finance and Property Services and Section 151 Officer
Contact Officer:	Tracey Bircumshaw Assistant Director of Finance and Property Services and Section 151 Officer tracey.bircumshaw@west-lindsey.gov.uk
Purpose / Summary:	Annual report on identified of fraud during 2020/21 and proactive measures undertaken to counter fraud during the year and for the following year.

RECOMMENDATION(S):

That Members

- 1) Note the anti-fraud work undertaken during 2020/2021 and the fraudulent activity identified thereby.
- 2) Seek assurance that the Council's anti-fraud work has been, and will continue to be, sufficiently robust and effective.
- 3) Support the proposed anti-fraud work to be undertaken during 2021/2022.

IMPLICATIONS

Legal:

None from this report.

Financial : FIN/42/44/TJB

The Council contributes £3,000 per annum to the Lincolnshire Fraud Partnership and £1,290 per annum for participating in the National Fraud Initiative.

During the year Council Tax overpayment penalties have totalled £280 (£1,120 2019/20)

There were no proven Housing Benefit Frauds (£9,482.76 2019/20) however, identified claimant errors totalled £18,998.32 (£26,827.21 2019/20)

Staffing :

Staff receive mandatory e-learning on fraud awareness, cyber-crime and money laundering and whistleblowing

Equality and Diversity including Human Rights :

None from this report.

Data Protection Implications :

There are data sharing agreements in place between the DWP and NFI for fraud protection/identification purposes.

Climate Related Risks and Opportunities:

None from this report.

Section 17 Crime and Disorder Considerations:

Fraud is a crime and where identified will be reported, investigated and recovered in accordance with our polices.

Health Implications:

None from this report

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

Wherever possible please provide a hyperlink to the background paper/s
If a document is confidential and not for public viewing it should not be listed.

Risk Assessment :

The Council has various procedures and internal controls to mitigate fraud

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 Purpose of this report

- 1.1 The report provides an overview of fraudulent activity during 2020/21
- 1.2 It seeks to inform Members of counter fraud activity and to provide assurance and demonstrate that the Authority continues to have a robust counter-fraud culture and effective counter-fraud arrangements in place to ensure fraud risks are managed effectively.
- 1.3 Whilst the Authority, through its policies, procedures and internal controls makes efforts to protect itself, fraud is considered a growing concern, therefore vigilance is required at all times.

2 Background

- 2.1 Fraud is defined as a deception deliberately practiced in order to secure a gain (or cause a loss).

The areas particularly considered in the context of risks from financial crime are in relation to fraud, corruption, theft, bribery, and money laundering.

Fraud – ‘the intentional distortion of financial statements or other records by persons internal or external to the authority which is carried out to conceal the misappropriation (misuse) of assets or otherwise for gain’. Through false representation, failing to disclose information or abuse of power

Corruption – ‘the offering, giving, soliciting, or acceptance of an inducement or reward which may influence any person to act inappropriately’.

Theft – ‘appropriating property belonging to another with the intention of permanently depriving the other of it’.

Bribery – ‘is an inducement or reward offered, promised or provided to gain personal, commercial, regulatory or contractual advantage’.

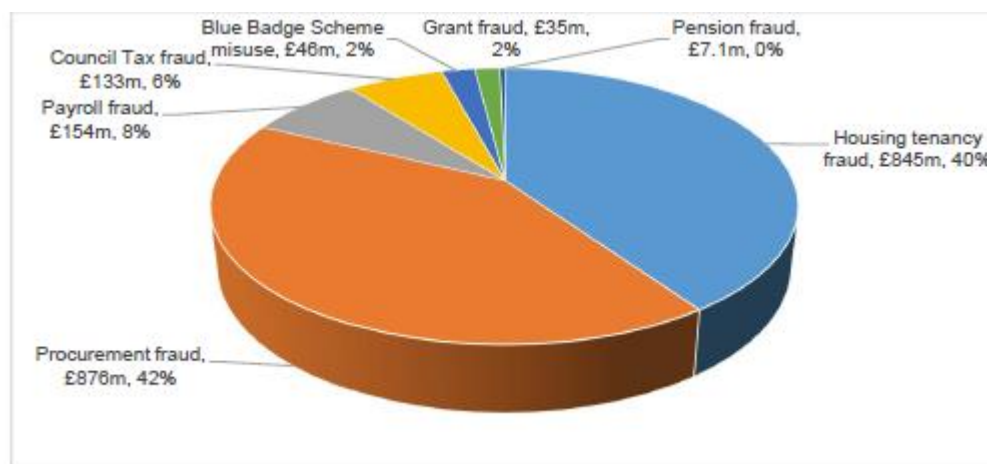
Money laundering – ‘an activity which falls within the Proceeds of Crime Act 2002, (as amended by the Serious Crime Act 2015 and new regulations 2017) whereby criminally obtained money or other assets are exchanged for clean money or assets with no link to their origins’.

Whistleblowing – ‘when a person reports suspected wrongdoing at work. Officially this is called ‘making a disclosure in the public interest’.

- 2.2 The Government estimate that fraud costs the public sector between £31bn - £53bn per year and research by the Policy Exchange estimates that fraud and error through the Coronavirus crisis will cost the government £4.6bn

- 2.3 The cost of fraud to local government is estimated at £2.2bn (money which could be used for local services).

The illustration below breaks down these estimated losses;



3. Fraud Activity 2020/21

- 3.1 There have been no instances of fraud identified during the year in relation to Authority activities. However, the Business Grant Team identified 2 fraudulent grant applications pre-payment, which were part of a national fraud ring, this saved £20k in government funds.
- 3.2 In relation to Revenue and Benefits fraud is detailed below;

This was heavily affected by the pandemic, we were told to be lenient and the DWP Fraud team were redeployed to the front line for the best part of the financial year.

The figures are;

- Council Tax Fraud overpayments
 - 4 cases where sanctions were placed each with a £70 penalty charge totalling £280 (£1.120 2019/20)
- Housing Benefit Fraud
 - 0 cases of proven fraud identified through a Department for Work and Pensions (DWP) investigation – Fraud Team redeployed March 2021 due to the pandemic (1 case £9,482.76 2019/20)
- Housing Benefit Matching Service
 - Identified Claimant errors totalling £18,998.32
 - Local Authority errors totalling - NIL
 - Government Error (DWP) - NIL

3.3 Data matching - National Fraud Initiative (NFI)

The Authority subscribes to the National Fraud Initiative which matches data held in public and private sector bodies to prevent and detect fraud. This is a bi-annual exercise with a variety of services included in each exercise as prescribed by NFI.

The 2020/21 data matching files have all be uploaded and some matches have recently been released and will be investigated in due course.

The graphs below display the counts of individuals with potential fraud risk factors identified for the 2020/21 data matching exercise. Broken down into dataset types, individuals are assigned a cumulative score based on the number of matches identified and then grouped into categories. Individual matches are then investigated.

In relation to Payroll this case identified a previous employee who had taken up a position with another Council.

Council Tax Reduction Scheme		Housing Benefit Claimants	
→ High	26	→ High	9
→ Medium	250	→ Medium	0
→ Low	116	→ Low	8
→ Nil	10	→ Nil	2
Total	402	Total	19

Payroll		Waiting List	
→ High	1	→ High	4
→ Medium	0	→ Medium	0
→ Low	0	→ Low	0
→ Nil	0	→ Nil	0
Total	1	Total	4

3.4 Fraud Partnership

The Authority is a member of the Lincolnshire Fraud Partnership and as such meet on a regular basis. We work together to create a Fraud Plan and to share knowledge and expertise and to identify new fraud risks.

During the year we have seen an increase in the number of notifications from the Lincolnshire Fraud partnership informing us of

attempted frauds experienced in other partner authorities, these included, attempts to change a creditors bank details, telephone scams where caller purporting to be from HMRC or Police with the objective to get the victim to pay money. False creditor invoices with incorrect bank details. Emails requesting transfer of funds.

There has been a significant increase in notifications of attempted fraud in relation to the grants being issued by local authorities to support businesses through Covid-19 and the Fraud Partnership have ensured that cases and intelligence is shared.

The finance team and relevant other officers are notified upon receipt however our processes are robust and appropriate due diligence undertaken. Whilst payments of grants were made prior to, an internal audit is currently being carried out on the Business Grants process.

The Partnership have recently shared their 2021/22 work plan which is contained in the table at section 6 of the report below.

3.5 A number of Internal Audits were undertaken during the year which are relevant to countering fraud;

- Treasury Management – High Assurance
- Key Controls – Council Tax, General Ledger, VAT – High Assurance
- Business Rates (NNDR) – High Assurance

4. Work undertaken to counter fraud during 2020/21

- NFI 2020/21 data matching submissions
- Members Fraud Awareness Training
- Business Grant due diligence procedures

5. Counter Fraud Policies

The following policies were reviewed during 2019/20 and changes approved by this Committee. These are reviewed on a tri-annual basis.

- Anti-Money Laundering Policy;
- Prevention of Financial Crime Policy;
- Anti-Fraud and Corruption Policy;
- Anti-Bribery Policy.

6. Proactive Work Programme 2021/22

Risk Area	Planned For	Current Status	Responsible Officer
Various fraud areas	2021/22	NFI bi-annual exercise – matching results to be investigated	T. Bircumshaw
Fraud Awareness Training - Members	Ongoing	Delivered as part of Member inductions	E. Redwood
Fraud Awareness Training - Staff	Ongoing	Now part of onboarding and induction.	T.Bircumshaw/ E. Redwood
Mandatory Training – Cyber Crime Fraud Awareness Anti Money Laundering	Nov 2021	E-learning available on training platform Now part of on boarding requirements. Annual completion	T Bircumshaw/ E. Redwood
Governance And Audit Committee Counter Fraud assurance training	TBC	Fraud Partnership developing training session	T. Bircumshaw
Fraud Leaflet	Nov/Dec 2021	For Staff, Managers,	T. Bircumshaw
Policy Review	Jan 2022	Commences November 2021	T. Bircumshaw
Joint procurement of Single Persons Discount Review 2021	Jan 2022	Review to commence April 2022 (delayed due to Covid-19 priorities)	T. Bircumshaw

Agenda Item 6b



**Governance and Audit
Committee**

Tuesday 20th July 2021

Annual Voice of the Customer Report 2020/21

Report by:

Chief Executive Officer, Mr Ian Knowles

Contact Officer:

Natalie Kostiuk
Customer Experience Officer
natalie.kostiuk@west-lindsey.gov.uk
01427 676685

Purpose / Summary:

To summarise customer feedback from the year 2020/21 and analyse customer contact and demand data to provide a clear view of the voice of the customer.

RECOMMENDATION(S):

- **Members note the contents of the Annual Voice of the Customer report;**
- **Members to provide feedback on the content of the report and seek assurance that robust and effective measures are in place to improve the overall customer experience**
- **Members support the work of the Customer Experience Officer and the Councils 'right first time' approach**

IMPLICATIONS

Legal:

None arising directly from this report.

Financial : FIN/39/22/B/SL

There are no financial implications arising from this report.

Staffing :

None arising directly from this report.

Equality and Diversity including Human Rights :

By understanding, in more detail about how customers interact with the Council means we will be able to address issues that are preventing them from access services in an equal manner.

Data Protection Implications :

None arising directly from this report.

Climate Related Risks and Opportunities:

None arising directly from this report.

Section 17 Crime and Disorder Considerations:

None arising directly from this report.

Health Implications:

None arising directly from this report.

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

- West Lindsey District Council Customer Experience Policy
- 2020/21 Quarterly Voice of the Customer Reports x 4

Available on the WLDC website via the following link:

<https://www.west-lindsey.gov.uk/my-council/have-your-say/comments-compliments-and-complaints/>

Risk Assessment :
N/A

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



Annual Voice of the Customer Report April 2020 to March 2021

Contents	
1.0 Introduction	6
What is the Voice of the Customer?	6
2.0 Customer Feedback	7
Customer Experience Policy and Customer Feedback	7
Compliments	7
Comments	8
Complaints	8
Overall Customer Feedback Statistics	10
Customer Feedback Governance and Reporting	10
Local Government and Social Care Ombudsman Complaints (LGO)	11
Insights into Action	12
3.0 Customer Satisfaction Measurement	13
Satisfaction Surveys	13
Satisfaction Levels	14
4.0 Demand Analysis	16
Service Requests and Customer Contact Methods	16
Face to Face Demand	18
Telephone Demand	19
Online Demand	20
Payment Methods	22
5.0 Conclusion	23
Appendix A - Compliments received per Service 2020/21 compared to 2019/20 and 2018/19	24
Appendix B - Comments received per Service 2020/21 compared to 2019/20 and 2018/19	25
Appendix C - Complaints received per Service 2020/21 compared to 2019/20 and 2018/19	26
Appendix C Continued - Complaint Categories (topics/reasons) 2020/21	27
Appendix D – Upheld Complaints per Service 2020/21	28
Appendix E – Complaints referred to the LGO by service 2020/21	29

1.0 Introduction

What is the Voice of the Customer?

- 1.1 The Voice of the Customer Report doesn't just examine customer feedback but also takes into account a wider scope of customer views, expectations and opinions which are collected from a number of customer contact channels. These points include the data collected from day-to-day interactions as well as the compliments, comments and complaints received (customer feedback) and customer satisfaction survey responses. The focus is to turn these insights into actionable solutions to drive continuous improvement and deliver a better service for our customers in line with the objectives of the Corporate Plan.
- 1.2 It should be noted that the 2020/21 period covered within this report was during the Covid-19 pandemic which began in March 2020, the Council found itself facing some unprecedented challenges. The situation meant that ways of working had to change at short notice, officers were asked to work from home and only skeleton staff remained working within the guildhall building to ensure essential services could continue.
- 1.3 The Guildhall building main entrance was closed and face to face contact was limited to vulnerable and emergency customers only. An intercom facility was installed at the entrance so that customers could be assisted from a safe distance and within social distance guidelines. The use of video calling was implemented to ensure that officers working from home could still communicate with vulnerable customers and assist them as required. March 2020 also saw the temporary closure of the Trinity Arts Centre and the Leisure Centre. The Trinity Arts Centre has remained closed throughout the pandemic and the Leisure Centre has opened and closed in line with the changing restrictions in place, all of which has had an overall effect on customer demand in 2020/21.
- 1.4 At the beginning of the lockdown period some services were temporarily suspended, waste services ceased taking bulky and special collection requests. The lockdown had a knock on affect for waste services as more household waste was being produced and the recycling centres closed limiting the ways households could dispose of their waste. There has been an increase in fly tipping reports increasing demand on the waste services operational teams.
- 1.5 New services were initiated to assist customers and businesses during the pandemic leading to some officers being redeployed to different areas. The growth and regeneration team set up and administered the governments business grant scheme, a lot of positive feedback was received regarding this initiative which is referenced within this report.
- 1.6 Officers from the performance and projects team were involved in setting up a community hub to assist vulnerable customers during the pandemic, again a lot of positive feedback was received regarding the assistance that was provided.
- 1.7 Officers from the food health and safety and enforcement teams took on the responsibilities of monitoring the various restrictions that had been put in place during the lockdown period. These included checking on businesses that continued to operate during lockdown, assessing social distancing measures in place and ensuring businesses were complying as they should be.
- 1.8 Given the ongoing lockdown restrictions throughout the 2020/21 period we would expect to see fluctuations in customer feedback and customer satisfaction.

2.0 Customer Feedback

Customer Experience Policy and Customer Feedback

- 2.1 A new process for dealing with customer feedback was implemented in January 2018. This is the third Voice of the Customer Report to include a full year's worth of data under the new process.
- 2.2 All customer feedback is logged on one central system allowing for easier and more specific reporting and comparison to take place, this allows customer feedback to be recorded and categorised. All customer feedback is logged by specific service and can be reported on by subject and issue. This makes it easier to identify trends and potential improvement actions.
- 2.3 Customer Satisfaction Surveys were temporarily paused during April and May 2020 beginning again in June 2020. Surveys have been sent on a weekly basis to our customers who have received a service from us during the previous week. Because of the pandemic situation it was decided to only send surveys to the main customer facing services during 2020/21 which include waste services, public protection, street naming and numbering, planning and development, planning enforcement and street cleansing services.
- 2.4 An improvement actions log has been created to feed back to the relevant teams the suggestions and required actions to be taken following analysis. Team Managers then report back to advise of the outcomes and improvements they have achieved once the actions have been implemented. This log also identifies wider areas for improvement which can potentially be built into service redesign work and projects that affect the Council as a whole. All actions for the 2020/21 have been completed.

Compliments

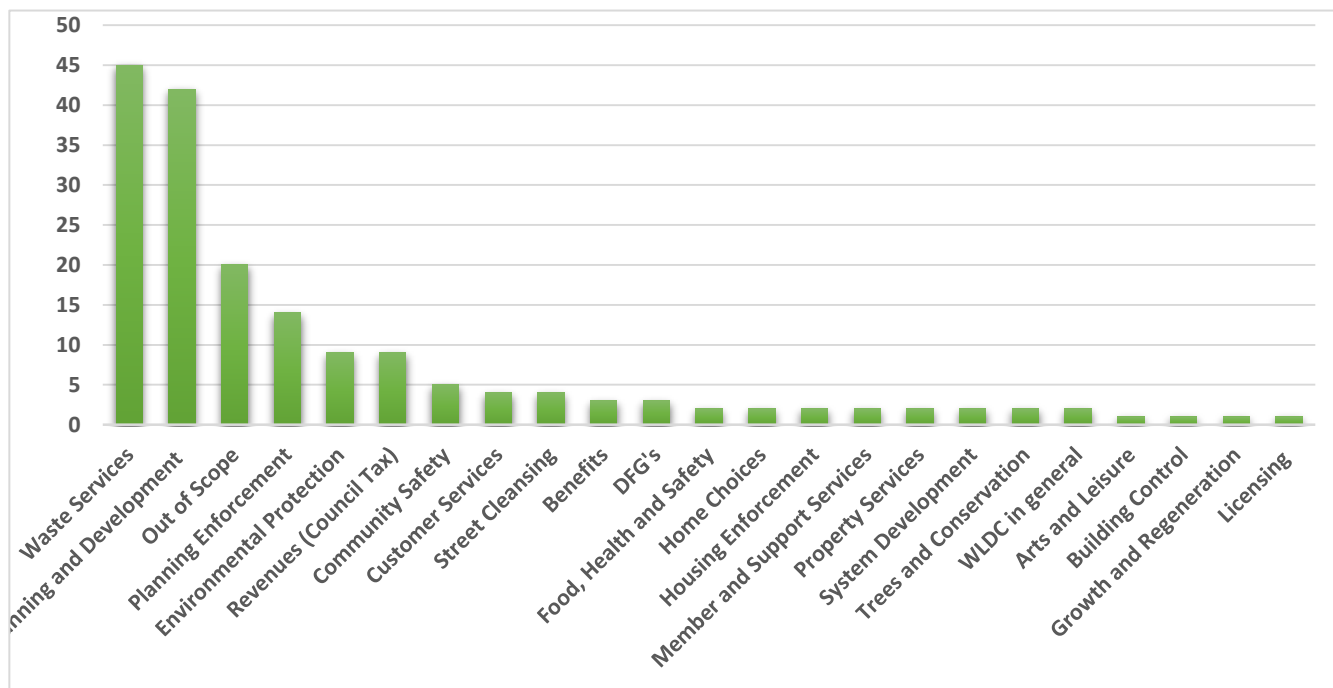
- 2.5 Compliments received allow us to identify what is working well and which aspects of our services our customers appreciate the most. These compliments are used to embed good practice across all Council services. Compliments received also encourage our officers to be the best they can be and provide the highest standard of service possible.
- 2.6 The Council received a total of 784 compliments between April 2020 and March 2021, this is an increase compared to the previous two years where 675 and 505 compliments were received. There was a rise in the number of compliments received at the beginning of the pandemic period and more compliments continue to be recorded due to the proactive work undertaken by the Customer Experience Officer to promote to all staff the importance of capturing and recording customer feedback. The table in **Appendix A** shows how many compliments were received by each individual service in 2020/21 compared to the two previous years, 2019/20 and 2018/19.
- 2.7 Compliments received are generally regarding the speed, quality and the efficiency of the service received or regarding officer professionalism including politeness, patience, knowledge and willingness to help. During the 2020/21 period more compliments and messages of thanks have been received regarding the support we have provided to businesses and individuals during the pandemic situation. There has been an increase in the number of compliments received for the waste services, customer services, trees and conservation and growth and regeneration teams.

Comments

- 2.8 Comments are important feedback, whilst they may not be praising our services or making a complaint they provide useful insight and suggestions that may help to improve the services and experiences we provide.
- 2.9 The Council received a total of 64 comments between April 2020 and March 2021, this is a decrease compared to the two previous years where 73 and 139 comments were received. The table in **Appendix B** shows how many comments were received by each individual service in 2020/21 compared to the two previous years, 2019/20 and 2018/19.
- 2.10 The decrease in the number of comments received has been affected by the temporary closure of the Trinity Arts Centre, in previous years several comments have been received regarding the facility and its operations, this year that has reduced to just one.
- 2.11 The nature and frequency of comments received can vary, this year has seen a rise in out of scope comments relating to the initial closures and restrictions in place at the recycling centres in the district. Where the customer's permission has been given comments received have been shared with Lincolnshire County Council. As comments are neutral suggestions it is difficult to benchmark performance but going forward improvements that occur from comments received will be reported on.

Complaints

- 2.12 Whilst complaints are negative feedback, the Council still encourages customers to make them as this feedback could help to improve our services and customer experience in the future. The number of complaints has been growing in both the private and public sectors. In part, this reflects rising expectations and new technologies making it easier to complain, and is not necessarily due to decreasing service quality. However, where complaints provide an early-warning signal that something has gone wrong, they can be a useful way to stimulating innovation, and a powerful form of knowledge.
- 2.13 A total of 178 complaints were been received between April 2020 and March 2021. This is a slight decrease compared to the previous year (2019/20) when 187 complaints were received. 146 complaints were received in 2018/19. The table in **Appendix C** shows how many complaints were received by each individual service in 2020/21 compared to the two previous years, 2019/20 and 2018/19.
- 2.14 Waste Services have historically always received the highest number of complaints, this is relative to the volume of service requests they receive as this service has contact with the largest number of households and customers in the district. It is pleasing to note that Waste Services also receive a lot of positive feedback in the form of compliments recorded. The number of complaints received for Planning and Development has increased dramatically compared to previous years, the majority of these complaints have related to a planning application decision that has been made and originate from planning application objectors. These complaints have not been upheld, on investigation it was evident that the correct process had been followed and thorough considerations of any concerns raised had been carried out by the case officer concerned.
- 2.15 The graph below illustrates the number of complaints received per service between April 2020 and March 2021:



2.16 The topic or reason for the complaints received is recorded and reported on in order of frequency (highest to lowest) the topics/reasons for complaints are as follows: Quality of Service, Decision Made, Process, Staff Behaviour, Breach of Confidentiality, Repeated Missed Bin Collection, Staff Communication, Lack of Contact or Communication, Quality of Information provided and Incorrect Information provided. The table in **Appendix C** shows how many complaints were received overall categorised by topic/reason. The main reasons for complaints received are Quality of Service and Decision Made.

2.17 The target response time for complaints is 21 days. The average time to respond to complaints in 2020/21 was 8.2 days compared to 6.6 days and 7.3 days the previous year's. This is still well below our 21 day target. The majority of waste complaints are usually resolved quickly and some on the day they have been received which brings the average response time down whereas more complicated Planning and Development and Enforcement complaints take longer to investigate. During 2020/21 no complaint responses have taken longer than 21 days.

2.18 It should be noted that some of the complaints received are becoming more and more complex requiring in-depth information gathering and investigation. This factor has had an impact on the length of time taken to respond to some complaints. During 2020/21 a number of complex complaints have been investigated.

2.19 Of the 178 complaints received, 50 (28%) were upheld with the Council being found at fault by the independent officer following their investigation. This is a decrease compared to the previous year where 71 (37%) of the complaints received were upheld. Waste complaints have a big effect on the overall upheld percentage with 25 out of the 45 complaints received being upheld, so 50% of all complaints upheld were in relation to Waste Services which usually involve repeated missed bin collections, failed assisted collections, staff behaviour and damage caused amongst other issues. A data breach incident that arose via the Virtual Mail Room used by the Council Tax team has had a

direct impact on the number of upheld complaints in 2020/21. As soon as the issue was identified it was resolved but several complaints were received when affected customers were written to, the complaints were upheld but the data breach was not seen as being significant enough to warrant further action in terms of the individual customers involved. The matter was reported to the ICO as required.

2.20 The full breakdown of the number of complaints upheld per service can be found in the table in **Appendix D**.

2.21 Further and more detailed information on all compliments, comments and complaints received and upheld throughout the year can be found in the previously published Quarterly Voice of the Customer Reports for 2020/21. These reports also include specific detail on the improvement actions that were made following complaints being upheld and can be found on the West Lindsey District Council website via the following link - <https://www.west-lindsey.gov.uk/my-council/have-your-say/comments-compliments-and-complaints/>

Overall Customer Feedback Statistics

2.22 The table below shows the overall reporting data for all customer feedback received compared to the previous years. All of which is detailed within the sections above.

Overall Figures	Direction of Travel	TOTALS/AVERAGES			
		2020/2021	2019/2020	2018/2019	2017/2018
Complaints	↓	178	187	146	168
Compliments	↑	784	675	505	402
Comments	↓	64	73	139	79
Average number of days to respond	↑	8.2 days	6.6 days	7.3 days	5.8 days
WLDC at Fault	↓	50	71	52	84
% WLDC at Fault	↓	28%	37%	35%	50%

Customer Feedback Governance and Reporting

2.23 Customer Feedback is governed by a set of regular reports.

- Monthly Progress and Delivery reports monitor customer feedback levels including feedback received, days to respond to complaints and information on how many complaints are upheld in each period as well as customer satisfaction levels.
- Monthly reports on feedback received are shared with each service.
- Quarterly Customer Feedback and demand reports are produced for the Management Team and Service Team Managers.

- 2.24 Regular reports are submitted to the Management Team.
- 2.25 The Quality Monitoring Board discusses and oversees decisions on complex and sensitive complaints where high risk or reputational issues are involved. The QMB will agree any resolution or action required.
- 2.26 Quarterly Voice of Customer Reports are published to all Team Managers and Officers and via the regular Members newsletter to our Councillors.
- 2.27 This Annual Voice of the Customer Report is presented to the Management Team, Governance and Audit Committee and the Wider Management Team.
- 2.28 A report on the Annual Local Government Ombudsman letter will be presented to the Management Team and Governance and Audit Committee at a later date in the year.

Local Government and Social Care Ombudsman Complaints (LGO)

- 2.29 Between April 2020 and March 2021 internal records indicate that a total of 13 enquiries have been made to the Local Government and Social Care Ombudsman (LGO), this will be confirmed once the Annual LGO letter is received later this year. This is a slight increase compared to the previous period where 10 enquiries were made.
- 2.30 All but 2 of the enquiries made have now been closed with final decisions being received.
- 2.31 When a complaint is referred to the LGO they decide whether or not to investigate further. The table below shows the outcome of the complaints referred compared to the previous year. A report will follow later this year when the Annual LGO letter has been received which will detail the whole 2020/21 period of complaints to the LGO. This report will include benchmarking data to illustrate how we compare to other District Councils in terms of referrals and instances where councils are found to be at fault. This report will be presented to the Governance and Audit Committee later in 2021.

LGO Outcome	2020/21	2019/20	2018/19
Not investigated	9	7	8
Not found to be at fault	1	3	5
Fault identified	1	0	3
Still under investigation	2	0	0

- 2.32 The number of complaints referred to the LGO where they decided not to investigate has increased this year. Half of the complaints referred to the LGO this year have been in relation to Planning and Development, the LGO have investigated one of these but no fault was found, the other six complaints were not investigated.
- 2.33 The LGO upheld one of the complaints referred to them during the 2020/21 period. This complaint was relating to ASB and noise nuisance.
- 2.34 The table in **Appendix E** illustrates which services the complaints referred to the LGO relate to.
- 2.35 Further and more detailed information on the complaints referred to the LGO throughout

the year can be found in the previously published Quarterly Voice of the Customer Reports for 2020/21 and in the forthcoming Annual LGO Report.

- 2.36 Where fault is identified by the LGO a suitable remedy is recommended which usually includes an apology and on occasions a compensation payment for the time and trouble the customer has had to go to in order to make their complaint and escalate it to the LGO.
- 2.37 The LGO identified fault in one of the complaints referred to them in the last year which related to ASB and noise nuisance. The LGO made various recommendations which have now been completed including carrying out a noise investigation, a review of and amendments to policies and procedures, in particular around multi agency involvement, improvements in record keeping around decisions made and a £450 payment to the complainant for the time taken and trouble experienced.
- 2.38 When a complaint is referred to the LGO there is no financial cost to the authority, unless the LGO find fault recommends that a payment is awarded. One payment of £450 was made in 2020/21.

Insights into Action

- 2.39 Gathering feedback from customers enables the Council to use these insights to shape the way it improves and develops. Customer insights relating to teams are shared with the relevant Team Managers stating the actions required and a deadline implementation date, this is escalated to the Management Team if failing to implement within the set timescale. The Customer Experience Officer will assist with implementing the improvements where possible. Over time all suggested improvements are gathered into reports which are prioritised and fed into relevant projects and service redesign work.
- 2.40 When feedback is received and complaints are investigated the outcome is examined in order to identify any learning opportunities that can be gained from the issues raised. During the 2020/21 period many improvement actions have been implemented including changes in processes, procedure reviews, updates to the website, external systems and the continued monitoring of customer standards. Further and more detailed information on the improvement actions made throughout the year can be found in the previously published Quarterly Voice of the Customer Reports for 2020/21.
- 2.41 Some of the more significant learning and improvement actions from 2020/21 include updates to the Tell Us Once procedure, a review and amendments made to ASB and Environmental Protection procedures and policies and more focus on using the corporate call back facility rather than voicemail messages to ensure call back requests are recorded and can be monitored.

Following customer feedback received changes have been made to the options available on the telephone payment line for planning fees and earlier in the year alterations were made to the Covid message played on the telephone line when customers called us.

Several complaints have led to reminders being issued across all council services in relation to the correct policies and procedures that need to be followed. A reminder to planning officers of the administration process for issuing CiL liability letters was required as some inconsistency had been identified via feedback received.

Customer service officers were reminded of the importance of informing bulky waste customers of the collection window and the fact that it may be 48 hours in order to manage their expectations following contact from a frustrated resident.

When an issue was reported to us regarding planning application documents not being available on the WLDC website during the May Bank Holiday weekend the IT team identified the problem and implemented a new rule on the system to ensure the problem did not happen again.

Waste operatives have been reminded of the policies and guidelines in place which should be followed at all times. They have also been reminded what constitutes acceptable behaviour when out and about in the district and that they represent the council at all times so should conduct themselves in an appropriate manner.

Several updates to information on our website and online systems have been made throughout the year including the correction of confusing information on the bulky waste booking system, and the removal of a google link on the WLDC website which indicated that the recycling centres were open when they were actually closed at the beginning of the pandemic period.

Amendments were made to the templates used for Council Tax letters following feedback received from a customer regarding the information that was visible via the envelope window on a letter sent to them.

Appropriate improvements actions were put into place following the Virtual Mail Room data breach incident that affected Council Tax customers, the breach occurred outside of the council and was reported to the ICO and involved a company contracted to work for WLDC handling WLDC customer data. A handful of customers had further concerns regarding their privacy and the information that had been disclosed so logged formal complaints regarding the matter. It was determined that the breach was not severe enough to cause any lasting damage and the ICO were happy with our reports and follow up actions.

3.0 Customer Satisfaction Measurement

Satisfaction Surveys

- 3.1 The Council has been using an e-survey platform over the last few years which enables the sending and analysis of customer satisfaction surveys from one place with real time results.
- 3.2 Surveys are sent to customers on a weekly basis to customers that have contacted the Council or have received a Council service in the previous week.
- 3.3 Currently surveys are only being sent via email but other methods are being investigated including channels such as SMS (to a mobile phone).
- 3.4 The insights gained from surveys are fed into the customer feedback system in order to collate all feedback in one central place. Identifying issues that customers report in survey

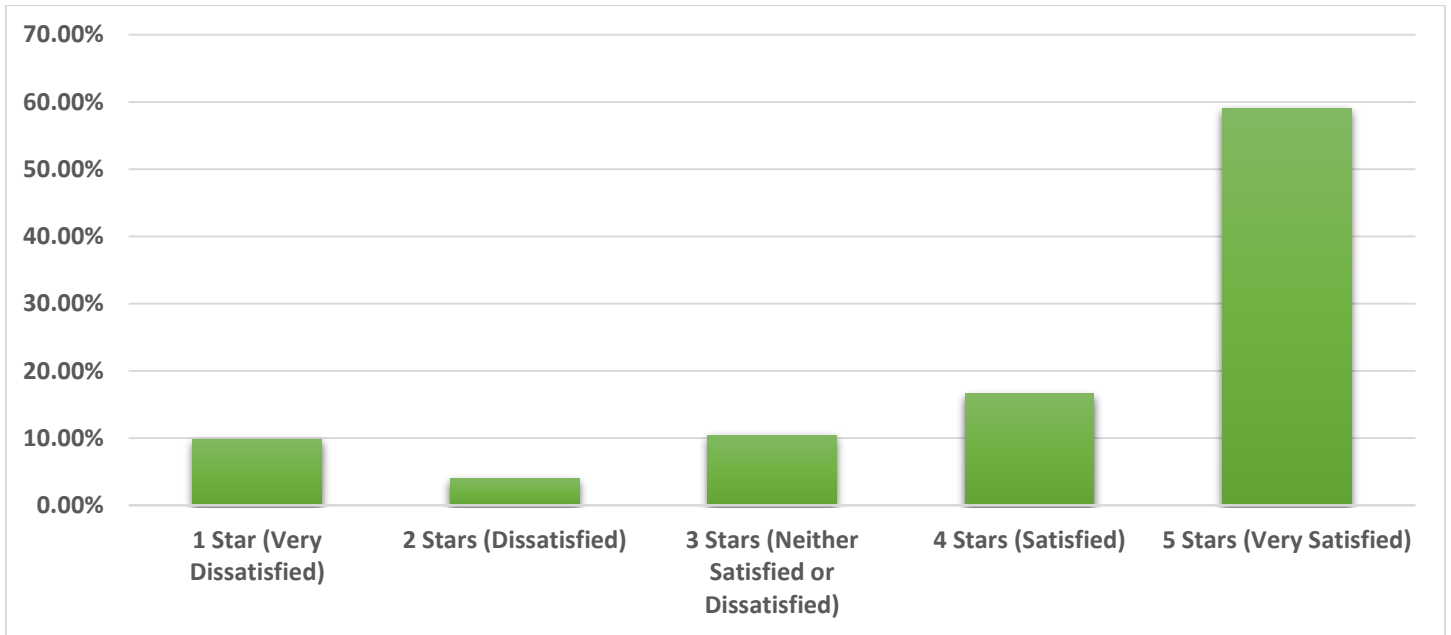
responses allows the Council to act on and solve those issues before they potentially escalate into a formal complaint.

- 3.5 Not all services customers are sent satisfaction surveys, and this has been limited further during the 2020/21 period due to the ongoing pandemic situation. During 2020/21 the services that have been surveyed are; Environmental Protection, Planning and Development, Planning Enforcement, Public Protection, Street Cleansing, Waste Services and Street Naming and Numbering. Work is ongoing to enable surveys across all Council services in the future. Note that surveys were temporarily suspended at the beginning of the pandemic period and commenced again in June 2020.
- 3.6 Other ad hoc surveys that have been carried out in 2020/21 include internal bespoke surveys for the IT, Finance and Projects and Performance teams and an external website consultation exercise using the survey platform has taken place. Customers signing up to the Green Garden Waste Service over the telephone have also been surveyed to establish why they chose to call us rather than subscribe online, this information will be used to improve the online facilities provided by the council in the future.

Satisfaction Levels

- 3.7 During the 2020/21 period from June 2020 to March 2021 a total of 4,272 satisfaction surveys were sent out and 873 responses were received, giving a response rate of 20% which is an increase compared to the previous year where the response rate was 18%. The overall satisfaction rating for 2020/21 is 75.72% this is a slight decrease compared the previous year where overall satisfaction was 77.04%. Given the ongoing lockdown restrictions throughout the 2020/21 period we expected to see fluctuations in customer satisfaction levels.
- 3.8 The majority of surveys are sent to waste services customers as they have the highest number of service requests recorded each week. Once response rates increase a satisfaction score will be able to be provided for individual services.
- 3.9 The charts below show the breakdown of all customer satisfaction scores received between June 2020 and March 2021.





3.10 Customers are asked to rate the service they received out of 5 stars (ranging from very satisfied to very dissatisfied) ratings of 4 stars and 5 stars are used to calculate the overall customer satisfaction score of **75.72%**. This equates to an overall star rating of 4.1 Stars.



3.11 High satisfaction scores have been given where customers have appreciated that we have done what we said we would when we said we would. They are happy when they have been able to speak to helpful, understanding, polite and friendly staff on the phone who have been able to help with their query there and then. Customers who have provided a 5 star rating have left comments regarding the speed of service, being kept updated and regularly informed and the professionalism, efficiency and politeness of staff they have dealt with.

3.12 Low satisfaction scores have been given where customers are disappointed that things have not happened as quickly as they should have done. Low scores have also been received where customers would have liked more communication or human contact, comments have also been received where customers have not received call backs, updates or a response to their problem.

3.13 In order to improve the overall satisfaction score any low star ratings received where comments have been submitted are analysed and are fed into the customer feedback system where improvement actions are recorded. If required, changes to processes and procedures are made and all relevant comments are fed into the service redesign work which is currently taking place. Any concerning comments received are followed up and logged as formal customer feedback.

4.0 Demand Analysis

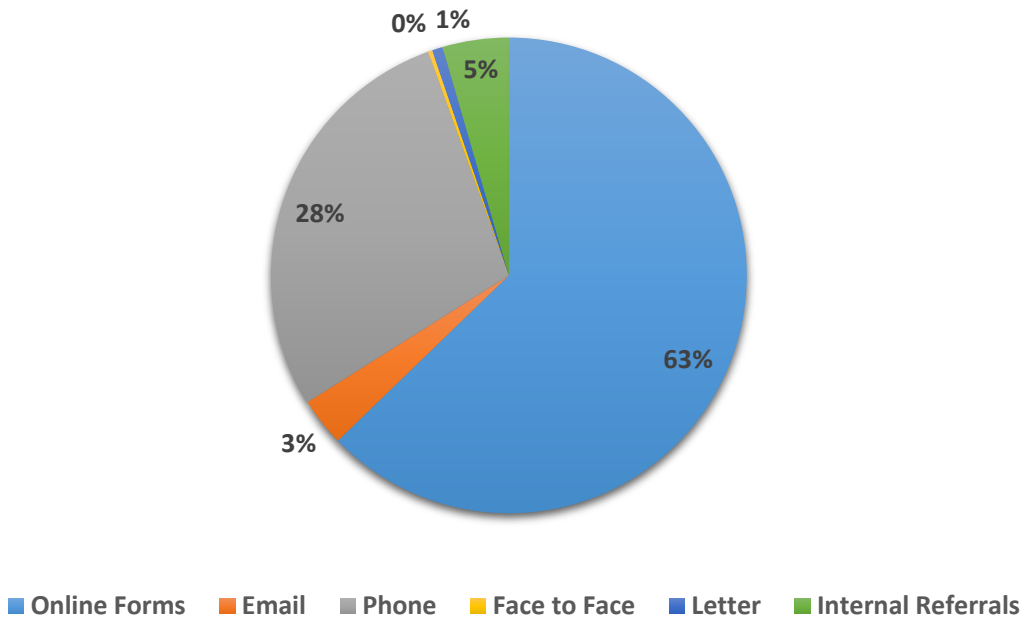
- 4.1 The demand analysis part of this report focuses the data available surrounding customer contact points. This includes data collected around telephony, face to face interactions, the website, payments and how service requests are received. Analysing this information can show how customers are choosing to interact with the council and through which channels. It should be noted that demand overall has decreased during 2020/21 due to the pandemic situation and face to face services being limited. The temporary closure of the Trinity Arts Centre has had an effect on telephone and online demand as customers have not been making contact to make show and performance bookings.

Service Requests and Customer Contact Methods

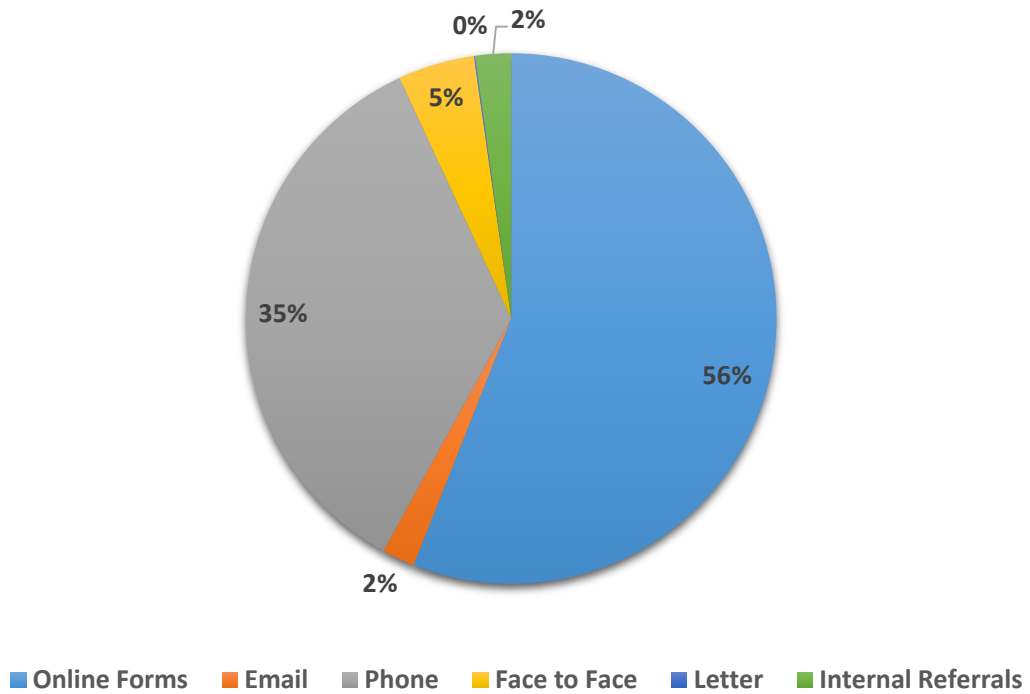
- 4.2 Service requests can be made by customers through various channels. For example telephone, online forms, at the Guildhall and email. It is important to understand how customers are making requests so the receipt of these can be resourced adequately and appropriately.
- 4.3 Currently the method of receipt of service requests are only recorded by the following teams: Anti-Social Behaviour, Planning Enforcement, Housing Enforcement, Food Health and Safety, Public and Environmental Protection, Street Naming and Numbering (SNN) and Waste Services. Future investments in technology will allow for improved recording of future service request enabling a better understanding of our demands in this area.
- 4.4 The number of service requests received recorded for 2020/21 is 41,080 which is an increase compared to the previous year where 34,738 were recorded. This is an increase of 6,342 (18%) (Note - these figures include GW subscription requests)
- 4.5 The overall breakdown of the main contact channels used for service requests made to the teams mentioned above during 2020/21 is: 28.42% from phone, 62.77% from online forms, 3.29% from email and 4.51% from internal referrals. These figures differ from the previous year as there has been very little face to face contact. Online service requests and requests via email have increased and the number of internal referrals has risen. This is due to the nature of work being carried out during the pandemic and more internal referrals being made from officer visits that have been carried out in relation to Covid restriction monitoring. As with previous years the majority of customers (over 90% in 2020/21) make contact with us via the phone and online forms. The charts below illustrates the full breakdown of all contact channels used in 2020/21 compared with the previous year:

Contact Method	2020/21	2019/20	
Online Forms	62.77% (25,787)	56.00% (19,455)	Increase of 6.77%
Email	3.29% (1,351)	2.00% (694)	Increase of 1.29%
Phone	28.42% (11,674)	35.07% (12,183)	Decrease of 6.65%
Face to Face	0.29% (121)	4.67% (1,624)	Decrease of 4.38%
Letter	0.72% (296)	0.08% (28)	Increase of 0.64%
Internal Referrals	4.51% (1851)	2.17% (754)	Increase of 1.98%
Total number of service requests received	41,080	34,738	Increase of 18% (6,324)

Service Request Contact Methods 2020/21

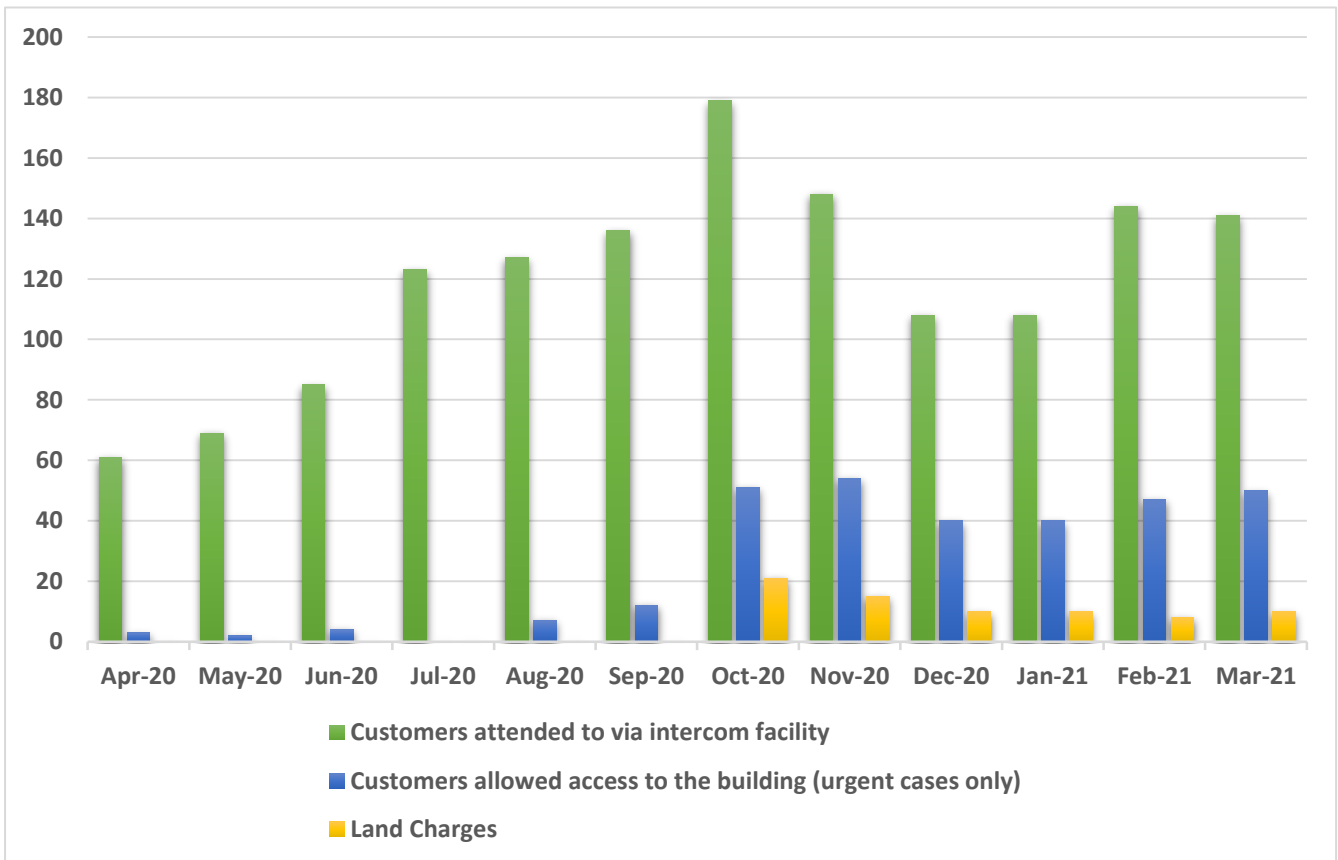


Service Request Contact methods 2019/20



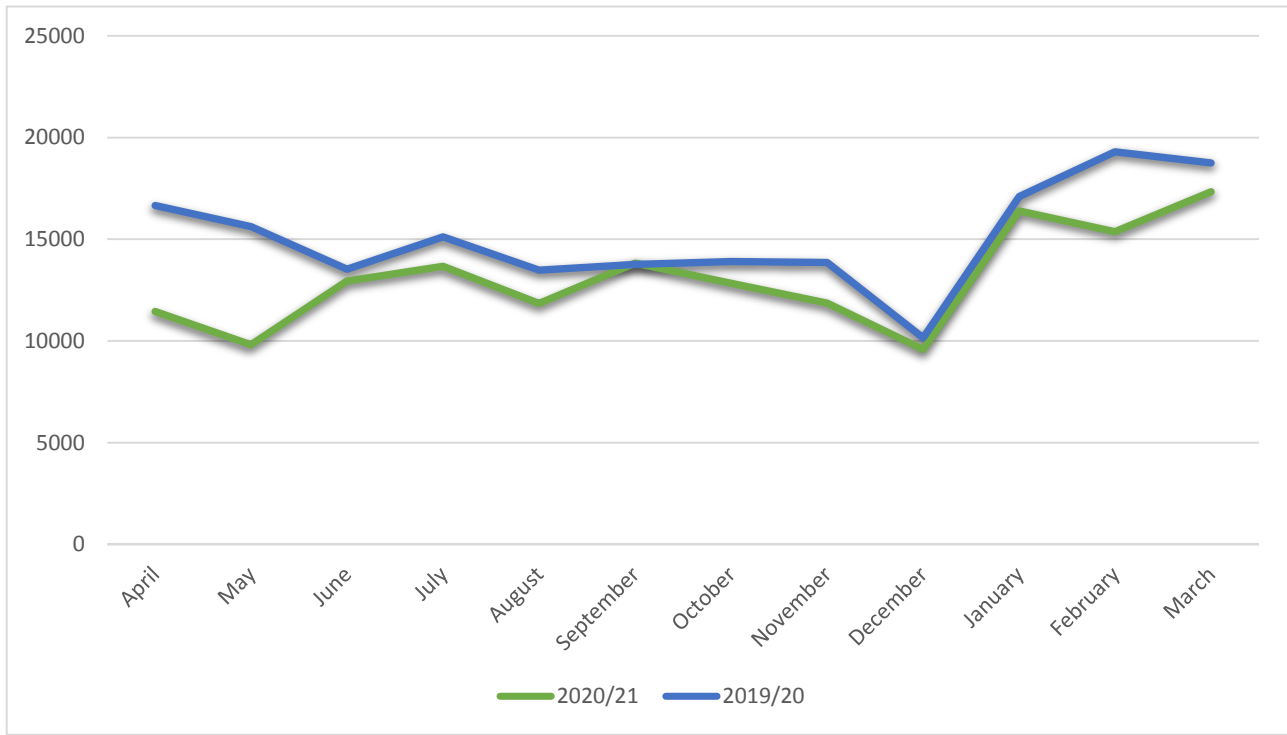
Face to Face Demand

- 4.6 The number of customers that choose to come into reception is historically relatively low as many now choose to request services through other means. Due to the pandemic and the restrictions in place the Guildhall’s main entrance was closed in March 2020 and face to face contact was limited to vulnerable and emergency customers only. An intercom facility was installed at the entrance so that customers could be assisted by the remaining members of the customer services team from a safe distance and within social distance guidelines. Therefore face to face demand in the 2020/21 period has been very low and comparison to previous years would have little value. It is recognised that a face to face service will always be required as customers need the choice available, plans will need to be put in place to reinstate face to face services in some form but the pandemic may have assisted with the shift to more online activity. A higher number of customers may choose to use online services now they are confident in doing so rather than visiting the Guildhall for a face to face service.
- 4.7 In October 2020, in order to improve performance the Land Charges team started seeing agents to enable them to undertake LLC searches via an appointment system.
- 4.8 The graph below shows how many customers were attended to via the intercom and how many customers were allowed access to the building each month, from October 2020 the number of Land Charges appointments are included. As you can see the number of customers approaching the Guildhall for assistance increased as lockdown restrictions started to ease.



Telephone Demand

4.9 The graph below illustrates telephone demand each month for 2020/21 compared to the previous year:



4.10 Overall telephone demand has decreased during 2020/21 compared to the previous year. The number of calls received has been impacted by the temporary closure of the Trinity Arts Centre as customers have not been calling to book tickets to shows and performances. The decrease in calls received has also been affected by the temporary suspension of services at the beginning of the pandemic, a decrease in enquiries to the elections service and council tax team and a change in customer behaviour during April and May 2020 when a significant drop in calls received was recorded.

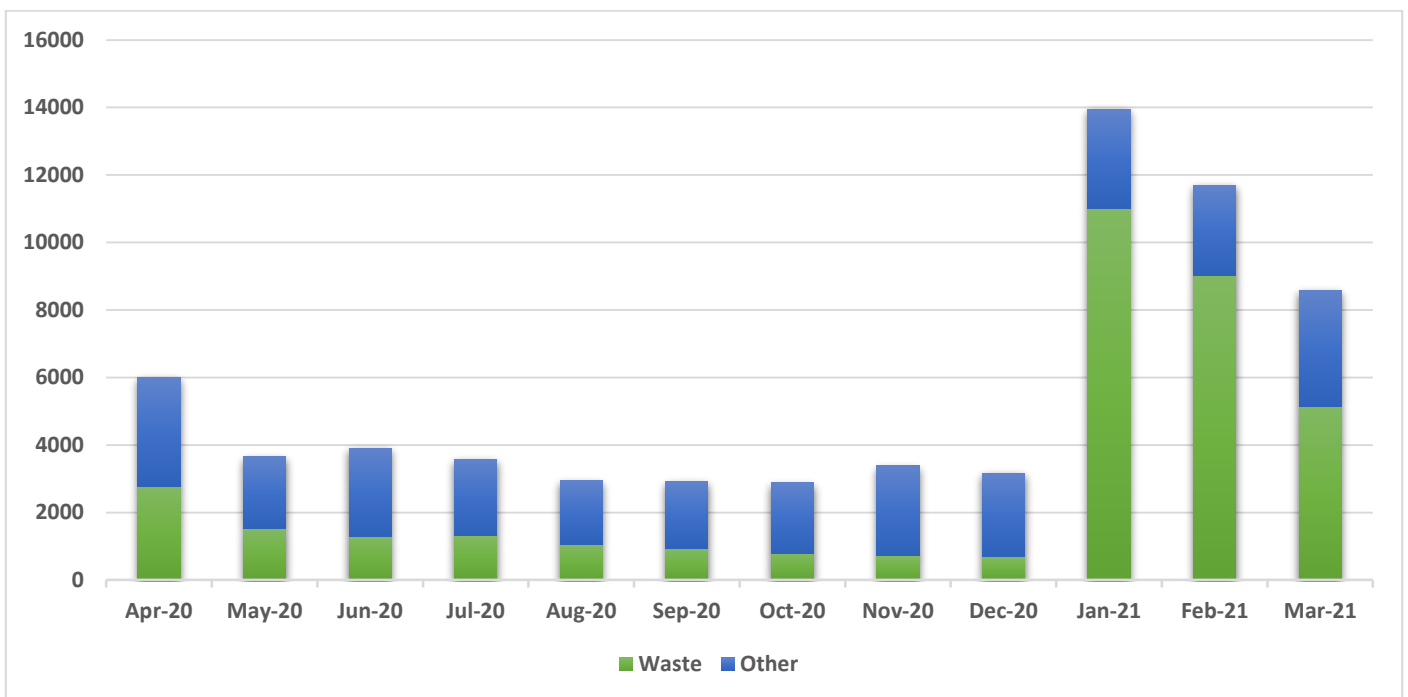
During 2020/21 156,915 calls were received across the whole council compared to 181,248 in 2019/20. This is a 13% decrease. Telephone demand always increases dramatically during January, February and March during the Green Garden Waste Service sign up period.

4.11 On average 80% of all calls received across the council were answered and handled during 2020/21, this is a slight decrease compared to the previous year where 82% of all calls were answered and handled. (Note – unanswered call figures include calls which go through to voicemail services).

Online Demand

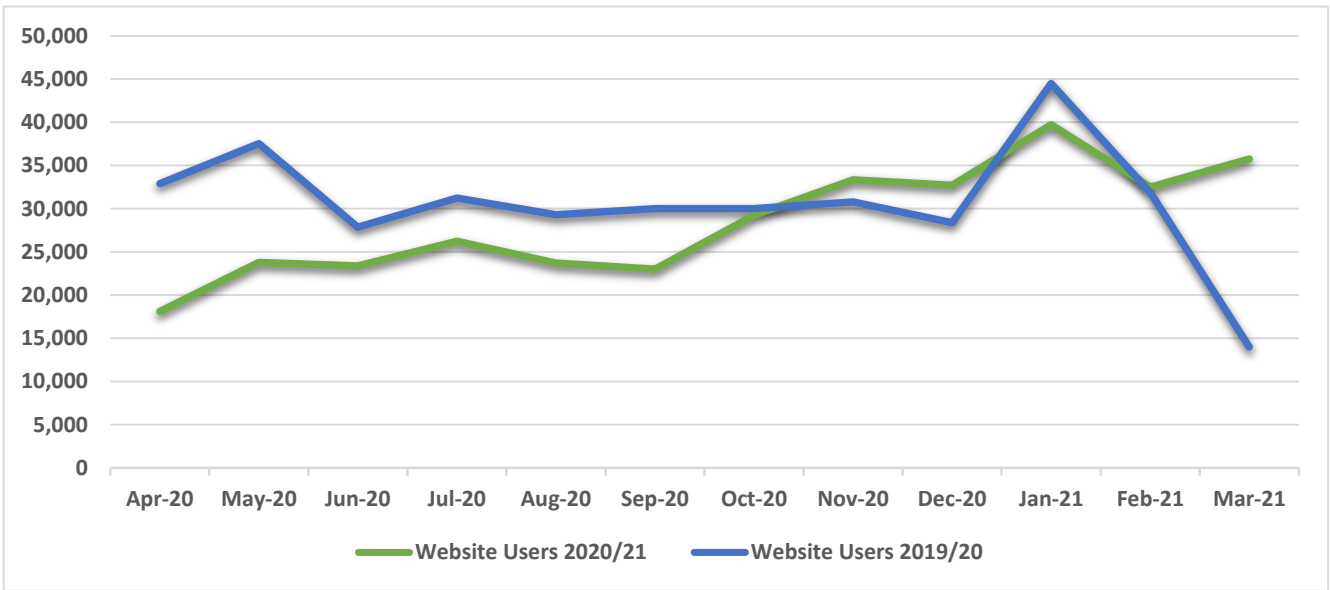
4.12 Customers can request or subscribe to a service via the Council website. The most visited pages on the website include the Green Garden Waste Service pages during the subscription period and the second most popular pages are relating to Planning and Development.

4.13 There has been an increase in the number of service requests made via online forms during the 2020/21 period. In total 66,644 online requests were received compared to 55,969 the previous year. The graph below illustrates how many online requests were received each month during 2020/21 broken down by waste requests and other requests. The increases in January, February and March are due to Green Garden Waste Subscriptions.

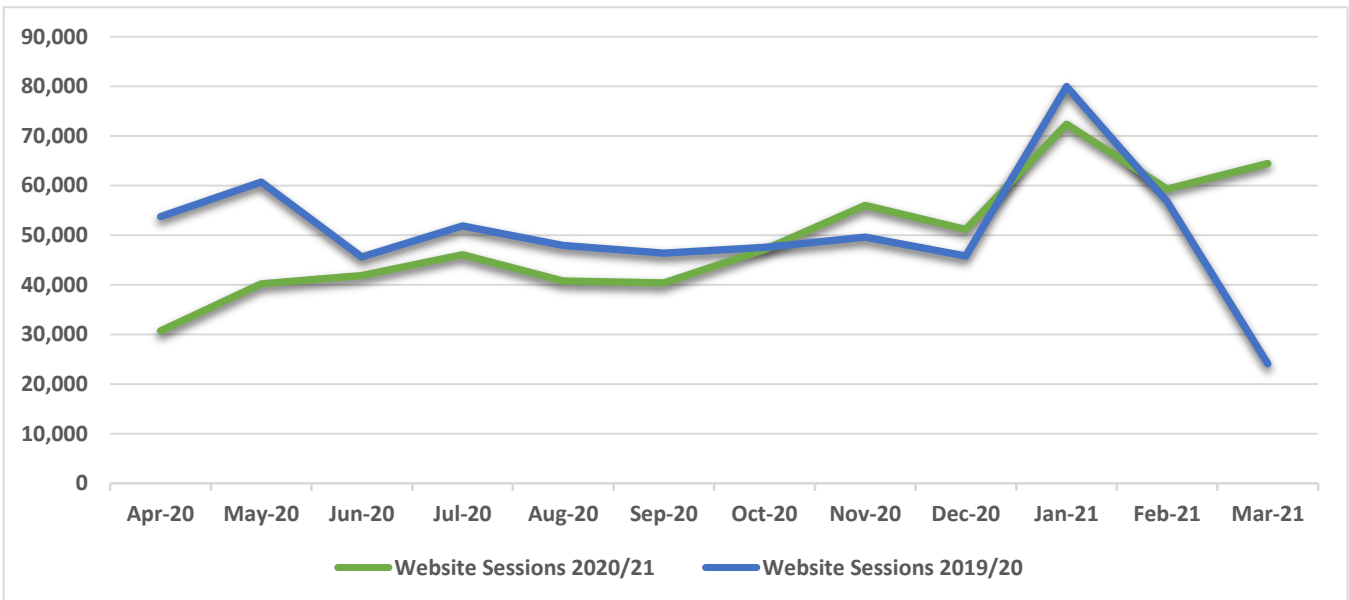


4.14 The graph below illustrates the number of individual website users each month compared to the previous year. As you can see there has been an overall decrease in the number of users each month and as with telephone contact, a dramatic increase in users during the peak of the Green Garden Waste subscription period in January 2021.

4.15 When both telephone and online demand is compared it is evident that during 2020/21 more customers decided to sign up to the Green Garden Waste Service online as there has been a decrease in calls compared to the previous year with an increase in online activity.



4.16 The graph below illustrates the number of website session per month. As with the number of website users, during 2020/21 there has been a decrease overall. Customers are becoming more confident in using the Council website to access our information and services and that the information provided is more informative and helpful. It is important that our customers' needs can be met via our website and that they can access the services they require 24/7.



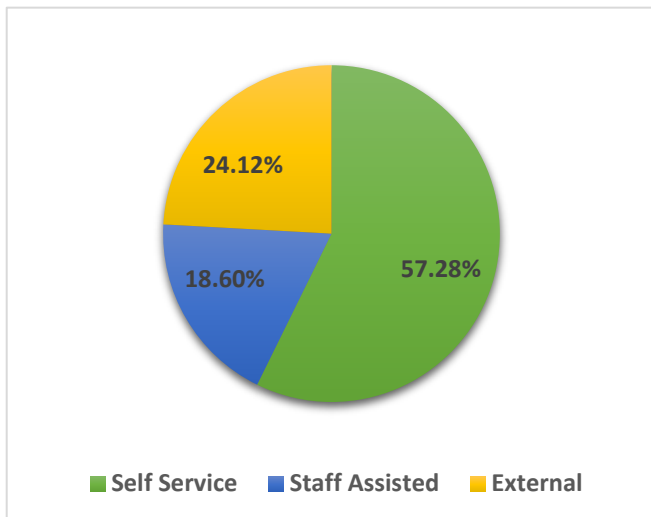
Payment Methods

4.17 The methods in which customers make payments to the Council can be classified into three categories; Self-Serve, Staff Assisted Payments and External Payments.

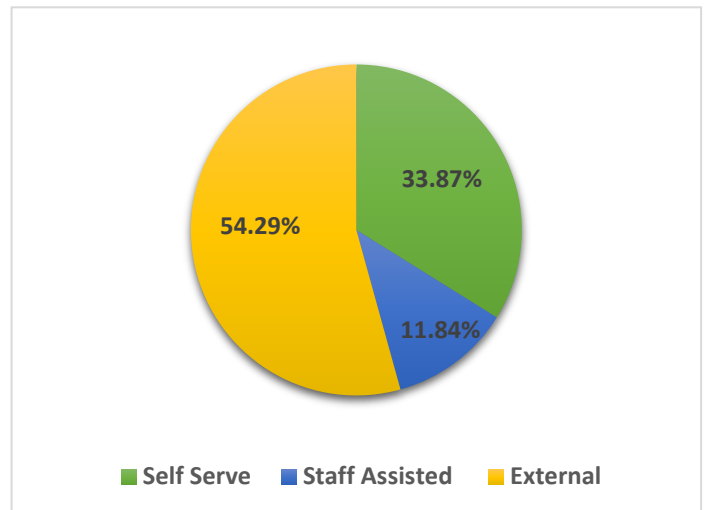
4.18 Self-Serve payments include payments taken over the website, the kiosk in reception and the automated telephone payment line. Staff Assisted payments include payments over the phone, postal cheques and small amounts of cash taken face to face. External Payments include bank account payments (but not direct debit payments), Post Office payments and PayPal.

4.19 In the 2020/21 period the payments have consisted of 57.28% Self-Serve Payments, this is a big increase compared to last year which is due to the implementation and more frequent use of the automated payment facility. 18.60% of payments were Staff-Assisted, this has increased compared to the previous period due to more people paying choosing to pay by telephone. The volume of External Payments has decreased compared to the previous period at 24.12%. The breakdown of payment methods is illustrated in the chart below.

Payment Methods 2020/21



Payment Methods 2019/20



4.20 Going forward it is anticipated that more customers will use the automated payment facility or make payments online as they become more confident and satisfied that it is a secure method to use.

5.0 Conclusion

- 5.1 2020/21 has been a difficult year for everyone due to the pandemic situation and lockdown restrictions in place. WLDC officers have had to adapt to new ways of working with little notice and have continued to provide council services in unprecedented circumstances. Fluctuations in customer satisfaction is to be expected.

Overall we have received more positive feedback from our customers during the 2020/21 period, there has been a particular focus on gratitude for services continuing with little disruption during the pandemic, especially for the waste services department. Assistance that has been provided during the pandemic has been praised, many messages of thanks have been received for the Growth and Regeneration team from businesses that have been assisted with grant funding.

The number of complaints received in 2020/21 has decreased compared to previous years and a fewer number of complaints have been upheld, this is a positive outcome in what has been a difficult and frustrating year for all. Despite this improvements have continued to be made where possible.

The 2019/20 period has seen a decrease in overall customer contact and demand, the temporary pause on face to face contact and temporary closure of the Trinity Arts Centre has affected overall telephone and online contact throughout the year.

The methods in which customers contact us have changed in 2020/21 with more online self-service methods being utilised by customers which means that we need to ensure that the information on our website is accurate, informative and up to date. When reviewing feedback received it is evident that website failure and down time leads to an increase in telephone calls and email contact to our Customer Services Team which increases pressure on the service.

Our customers live, work, or conduct business within our district usually for extended periods of time; and therefore the Council needs to build a positive relationship with customers for long term success. We need to make it as easy as possible for our customers to interact with us seven days and week and 24 hours a day.

The information within this report provides important input into the delivery of the in progress Customer Experience Strategy (which will be presented to members before implementation), providing baseline data, enabling the Council to look through the customer's eyes at the services provided and to think, act and plan from the customer viewpoint which will be essential in making service improvements.

A customer wants to be seen as an individual, and wants to find or obtain what they need quickly and easily. The Council's role is to help customers do what they need to do, with the least possible friction. The data in this report will allow the use of customer analytics to predict customer behaviour, personalised services and continually evaluate the customer journey leading to an improved customer experience overall.

This will enable the Council to deliver excellent customer services, ensuring that it is operating and using its resources in the best way possible to provide a 'right first time' speedy, efficient and effective services.

**Appendix A - Compliments received per Service 2020/21
compared to 2019/20 and 2018/19**

	2020/21	2019/20	2018/19
Customer Services	168	145	113
Waste Services	145	81	59
Planning and Development	126	159	103
Growth and Regeneration	55	12	6
Trees and Conservation	46	12	1
Street Cleansing	44	47	60
Revenues (Council Tax)	26	15	19
Home Choices	15	10	15
Benefits	14	11	11
Building Control	14	21	32
Customer Experience	13	7	3
Environmental Protection	12	11	6
System Development	11	6	5
Planning Enforcement	9	6	4
DFG's	9	2	0
Food, Health and Safety	8	19	6
Local Land Charges	8	5	7
Arts and Leisure	7	17	16
Communications Team	7	0	1
Management Team	7	1	0
Crematorium	6	3	0
Licensing	6	11	8
WLDC in general	6	1	0
Communities	5	10	3
Property Services	4	8	6
Housing Enforcement	3	3	9
Member and Support Services	3	36	3
Cemetery	2	2	1
Financial Creditors and Debtors	2	1	1
Out of Scope	2	0	0
HR	1	0	0
Community Safety	0	7	4
Electoral Services	0	1	0
Energy	0	0	1
Public Health Funerals	0	3	1
Stray Dogs (Customer Services)	0	0	0
Tourism	0	1	0
Wellbeing and Health	0	0	1
Projects and Performance	0	1	0

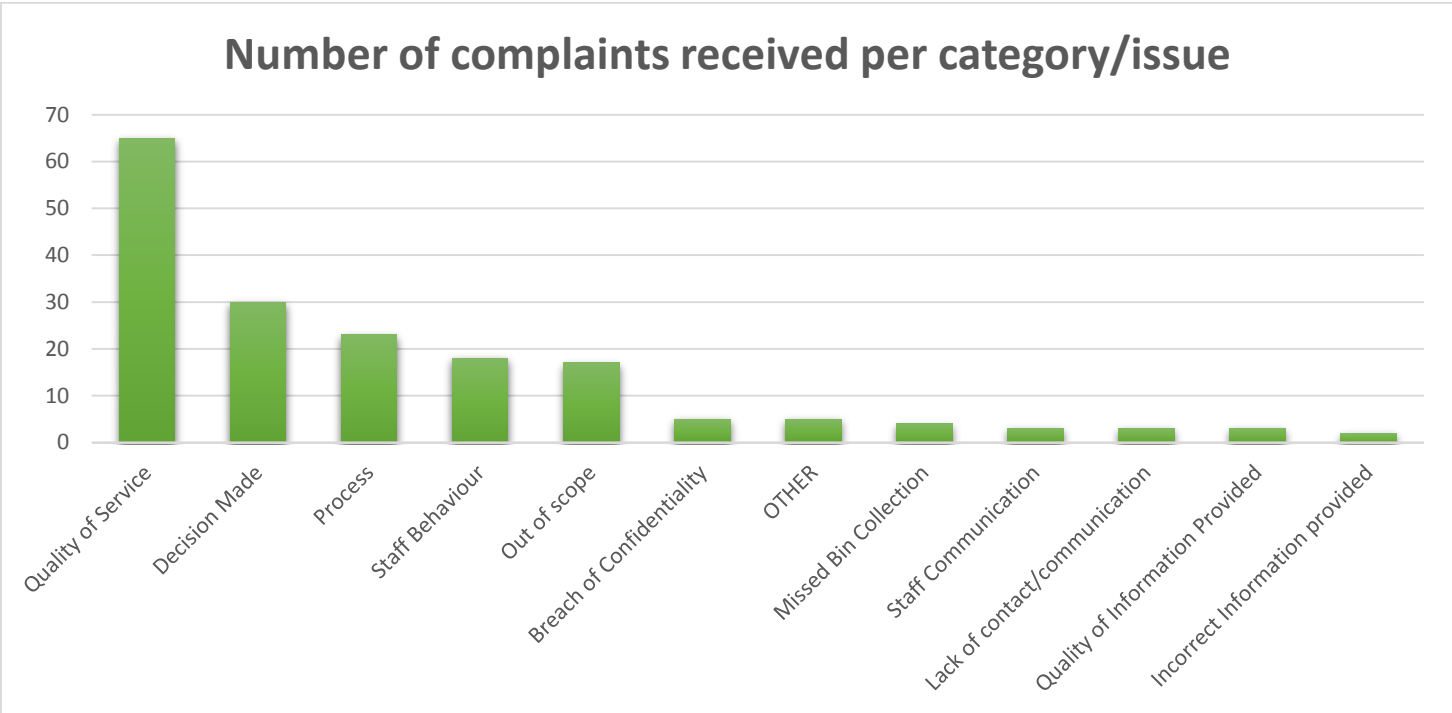
Appendix B - Comments received per Service 2020/21 compared to 2019/20 and 2018/19

	2020/21	2019/20	2018/19
Waste Services	26	33	42
System Development	8	4	37
Out of Scope	8	3	2
Customer Services	5	2	6
Planning and Development	4	2	4
Revenues (Council Tax)	3	4	4
Property Services	2	2	7
Street Cleansing	2	0	12
Arts and Leisure	1	14	6
Community Safety	1	0	0
Food, Health and Safety	1	0	0
Management Team	1	1	1
Trees and Conservation	1	0	0
WLDC in general	1	0	0
Benefits	0	1	0
Building Control	0	0	2
Cemetery	0	0	0
Communications Team	0	0	0
Communities	0	1	1
Crematorium	0	0	0
Customer Experience	0	0	0
Electoral Services	0	0	1
Energy	0	1	0
Environmental Protection	0	1	6
Financial Creditors and Debtors	0	0	0
Growth and Regeneration	0	2	1
Home Choices	0	0	0
Housing Enforcement	0	1	0
HR	0	0	0
Internal Confidential Issues	0	0	0
Licensing	0	0	0
Local Land Charges	0	0	0
Member and Support Services	0	0	2
Planning Enforcement	0	0	5
Public Health Funerals	0	0	0
Stray Dogs (Customer Services)	0	0	0
Tourism	0	0	0
Wellbeing and Health	0	0	0

Appendix C - Complaints received per Service 2020/21 compared to 2019/20 and 2018/19

	2020/21	2019/20	2018/19
Waste Services	45	58	29
Planning and Development	42	22	26
Out of Scope	20	22	8
Planning Enforcement	14	12	13
Environmental Protection	9	6	5
Revenues (Council Tax)	9	6	15
Community Safety	5	1	0
Customer Services	4	8	10
Street Cleansing	4	3	3
Benefits	3	5	3
DFG's	3	0	0
Food, Health and Safety	2	0	0
Home Choices	2	4	7
Housing Enforcement	2	10	5
Member and Support Services	2	0	0
Property Services	2	3	4
System Development	2	0	3
Trees and Conservation	2	1	0
WLDC in general	2	0	0
Arts and Leisure	1	19	9
Building Control	1	0	1
Growth and Regeneration	1	2	1
Licensing	1	0	0
Communications Team	0	1	0
Communities	0	1	0
Financial Creditors and Debtors	0	2	1
Local Land Charges	0	0	1
Markets	0	1	0

Appendix C Continued - Complaint Categories (topics/reasons) 2020/21



Appendix D – Upheld Complaints per Service 2020/21

	Number of Complaints received	Number of Partially upheld complaints	Number of Fully upheld complaints	Number of complaints where some fault identified	Upheld % by Service
Waste Services	45	2	23	25	55.56%
Planning and Development	42	3	4	7	16.67%
Out of Scope	20	0	1	1	5.00%
Planning Enforcement	14	0	1	1	7.14%
Environmental Protection	9	2	0	2	22.22%
Revenues (Council Tax)	9	2	3	5	55.56%
Community Safety	5	0	1	1	20.00%
Customer Services	4	1	2	3	75.00%
Street Cleansing	4	0	1	1	25.00%
Benefits	3	0	0	0	0.00%
DFG's	3	0	0	0	0.00%
Food, Health and Safety	2	0	0	0	0.00%
Home Choices	2	0	0	0	0.00%
Housing Enforcement	2	0	0	0	0.00%
Member and Support Services	2	0	0	0	0.00%
Property Services	2	0	0	0	0.00%
System Development	2	0	1	1	50.00%
Trees and Conservation	2	0	1	1	50.00%
WLDC in general	2	0	0	0	0.00%
Arts and Leisure	1	0	0	0	0.00%
Building Control	1	1	0	1	100.00%
Growth and Regeneration	1	1	0	1	100.00%
Licensing	1	0	0	0	0.00%

Appendix E – Complaints referred to the LGO by service 2020/21

Service	Number of complaints referred to the LGO	Status or Decision Made
Planning and Development	7	1 x complaint investigated - No Fault identified
		The LGO decided not to investigate 6 x complaints
Planning Enforcement	2	The LGO decided not to investigate both complaints
Environmental Protection	2	The LGO are still investigating these 2 x complaints
ASB and Noise	1	Complaint investigated - upheld and fault identified
Housing Enforcement	1	The LGO decided not to investigate this complaint



**Governance and Audit
Committee**

20 July 2021

Subject: Internal Audit Annual Report – 2020 /2021

Report by:	Lucy Pledge (Head Audit & Risk Management – Lincolnshire County Council)
Contact Officer:	Emma Redwood, Assistant Director for People and Democratic Services
Purpose / Summary:	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 2020/21.

RECOMMENDATION(S):

- 1. That the Committee consider the Head of Audit's Annual Report and Opinion for 2020/2021 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 2020/2021**

IMPLICATIONS

Legal:

The Annual Internal Audit Report meets the Head of Audits annual reporting requirements set out in the Public Sector Internal Audit Standards (PSIAS) and the Accounts and Audit Regulations 2020.

Financial :

No implications arising from this report

Staffing :

No implications arising from this report

Equality and Diversity including Human Rights :

No implications arising from this report

Data Protection Implications :

No implications arising from this report

Climate Related Risks and Opportunities:

No implications arising from this report

Section 17 Crime and Disorder Considerations:

No implications arising from this report

Health Implications:

No implications arising from this report

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

None

Risk Assessment :

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

Executive Summary

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.

Internal Audit Annual Report 2020/21



West Lindsey District Council

What we do best...

Innovative assurance services
Specialists in 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

Annual Opinion

Page 1

Governance
Risk
Internal Control
Financial Control

Our work

Page 9

Scope of Work
Restriction of Scope
Other Significant Work
Quality Assurance

Benchmarking

Page 12

Assurances
Recommendations
Key Performance Indicators

Appendices

Page 14

- 1 - Details of Audits
- 2 - Details of Plan Changes
- 3 - Benchmarking
- 4 - Assurance Definitions
- 5 - Glossary of Terms

Lucy Pledge - Head of Internal Audit
Emma Bee – Audit Manager
Amanda Hunt – Principal Auditor

lucy.pledge@lincolnshire.gov.uk
emma.bee@lincolnshire.gov.uk
amanda.hunt@lincolnshire.gov.uk

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.

Page 53

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.

Purpose of Annual Report

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 2020. In particular:-

- Include an opinion on the overall adequacy of 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);
- Draw attention to any issues particularly relevant to the Annual Governance Statement

Introduction

For the twelve months ended 31 March 2021, the working practices have changed as a result of the coronavirus pandemic. Operationally, priorities changed during the year, staff have increased remote working and been redeployed to other service areas and financially the Council has had to regularly review and revise its budgets to meet the changing needs of the organisation and its residents.

My opinion needs to take into account the impact of this on the Council's governance, risk and control environment. In doing this we rely on a number of sources of intelligence including the results of the Council's combined assurance work. It is worth noting that whilst this work contained an increase in the level of Amber assurances this demonstrates the objectivity of Managers in assessing the


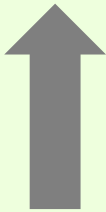

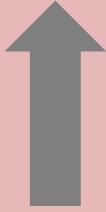




assurance levels and should not be considered negatively.

Emergency procedures were instigated by Government during 20/21 which included the approval of legislation to allow Council committee meetings to be held virtually.

Our audit work primarily commenced in quarter 2 and during the year, as the risks faced by the Council changed, we reviewed and revised our audit plan where necessary to reflect the impact of these.

Annual opinion

Based on the work we have undertaken and information from other sources of assurance, my opinion on the adequacy and effectiveness of the Council's arrangements for governance, risk management and control is:-

		Direction of Travel
Governance 	Performing Well – No concerns that significantly affect the Council's governance and control framework.	
Risk 	Performing Well – No concerns that significantly affect the risk management framework.	
Internal Control 	Performing Adequately – Some improvement required to manage a high risk in a specific business area and medium risks across the Council.	
Financial Control 	Performing Well – No concerns that significantly affect the financial control framework.	





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

It is comprised of systems, processes, 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.

Each year the Council is required to reflect on how its governance arrangements have worked – identifying any significant governance issues that it feels should be drawn to the attention of the public – in the interests of accountability and transparency.

Covid-19 and subsequent lockdowns has had a significant impact on all areas of the public sector. The impact on governance has been felt by all organisations including changes to decision making arrangements and the structure of meetings. The Council already had agile working arrangements in place for staff which helped to reduce some of the impact around working from home; staff have stepped up to ensure that services have not been adversely affected and Government guidelines implemented. Covid has also impacted on the organisation's priorities and programmes. The Council has had to respond swiftly to the ever changing environment to deliver new and existing operations. The AGS sets out that the Council's Constitution provided a robust framework from which revised arrangements were drawn up following delegated decisions.

During 2020/21 the Council reviewed progress against the significant issues identified in the 2019/20 Annual Governance Statement which were:

- Senior Management restructure
- Production of a strategy on Sustainability, Climate Change and the Environment.
- Effectiveness of the Governance and Audit

Committee

- Post pandemic recovery response and plans
- Review of procedures for the effectiveness and understanding of corporate procurement.
- Maintain oversight and assurance of the peer review action plan.

An update report was provided to Governance & Audit Committee in April 2021. Issues that have been removed from the AGS action plan as complete are the management restructure, production of the Council's Climate and Sustainability Strategy and some issues arising out of effectiveness of Governance & Audit Committee survey. Matters relating to the remaining three issues have been carried forward to 2021.

The 2020/21 Annual Governance Statement has been drafted and the additional significant areas include:-

- Ensure compliance to meet the standards of the Financial Management Code
- Produce a Cultural Strategy
- Clarify what 'social regeneration' means to the Council, what it will deliver and how to resource it.

Governance



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

It is comprised of systems, processes, 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.

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.

The action plan from the LGA Peer review carried out in 2019 was considered by the Governance and Audit Committee in April 2021. Most have been enacted with the following in progress:-

- Clarify what 'social regeneration' means to the Council – March 2022
- Ensure next version of the Local Plan includes the key risks
- Ensure a structured approach to workforce and succession planning
- Consider a cultural strategy – April 2022

In March 2020, Members of the Governance and Audit Committee undertook a survey to assess the effectiveness of the Committee. The Committee agreed to form a working group to further review the findings and devise an improvement plan which the Committee would oversee. Progress has been made on these actions which included:-

- Review Committee Terms of Reference
- Determine whether reports require an executive summary.
- Provide financial training the members
- Appraise the interests and experience of members. When appointing review the skills/experience required.

- Improve level of scrutiny and assurance seeking – pre-committee meetings and questioning.

The Monitoring Officer reported that the Constitution performed well, already including many of the delegations required during an emergency situation.

We undertook a Governance Review of culture and values in 2018 – this showed that there was a good culture and ethical framework which was working for the Council & key partners. This was followed up in 2019 and increased to there being a good culture and values which continue to be applied to Council work and that it is embedded in Council thinking and decision making. We will be following up with a further of Governance in 2022/23 including a review against the Governance, Risk and Resilience Framework issued by the Centre for Public Scrutiny in March 2021.

We have concluded that the governance framework in place has operated well in these challenging times.

Governance assurance



Assessed as Performing Well
Page 57

Risk



Good risk management is part of the way we work. It is about taking the right risks when making decisions or where we need to encourage innovation in times of major change – balancing risk, quality, cost and affordability. This put us in a stronger position to deliver our goals and provide excellent services.

The Council's risk management arrangements were assessed as Green through the combined assurance review (a high level of assurance).

We can confirm that there are established structures and processes for identifying, assessing and managing risk and these remain effective.

Risk Management is regularly monitored by Management Team and is reviewed by the Governance and Audit Committee on a six-monthly basis.

The Strategic Risk register was reviewed and updated by Management Team in December 2020 and Governance & Audit Committee in January 2021. This review considered Covid-19 and Brexit.

Team Managers have also carried out a review of service risks following the transfer to a new platform.

During the year we reviewed the strategic risk - Inability to raise local educational attainment and skills levels and gave an opinion of **Substantial Assurance**.

We have not identified any significant risks requiring inclusion on the risk registers during the delivery of our audit work.

This information has helped inform the Head of Internal Audit opinion.

Risk Management assurance



Assessed as Performing Well



We take account of the outcome of our audit work during the 2020/21 year. As our audit plans include different activities each year it is not unexpected that assurance varies. However the assurance levels still give insight into the Council's control environment.

Our opinion is based on a number of sources of intelligence including the outcome of our internal audit work, through the combined assurance work and other sources.

The combined assurance work carried out showed a decline of 19% in the number of areas awarded high assurance. Within the Combined assurance report management reported that operations are operating as effectively as can be expected through the pandemic although inevitably a number of service areas have been adversely impacted as a result of additional pressure and/or resources being diverted elsewhere. Emergency measures implemented have resulted in a significant level of strain being placed on normal procedures and control environment. The combined assurance work was carried out in November/December during the middle of the pandemic and we recognise that things may have changed, however Covid was not cited as the main reason for the lower level of assurance in the majority of cases. Our opinion remains cautious, however from discussions with management the direction of travel has been reported as positive resulting in an adequate assurance opinion. To increase the level of assurance management should follow-up on the issues raised and be confident that going forward the area will achieve its objectives in a sound control environment.

From the work we have completed 92% of all assurance work provided a positive opinion. There is one area where we anticipate giving a **Limited assurance** opinion this year -

- ICT Helpdesk*
- *Indicative opinion.

This is a reduction from two limited opinions last year.

During the year we have made 48 recommendations for improvement – there are currently no actions which have passed their implementation date and have not yet been implemented. However there are 6 where the dates have now been extended including 1 action from 2019/20. There are 16 actions from this year and 4 from prior years being worked on which are not yet due.

See appendices 1 and 2 for full details of audits completed during the year and changes made to the plan.

The outcome of our internal audit work and the intelligence gathered through the combined assurance framework has helped inform the Head of Internal Audit's opinion on Internal Control.

Internal Control assurance



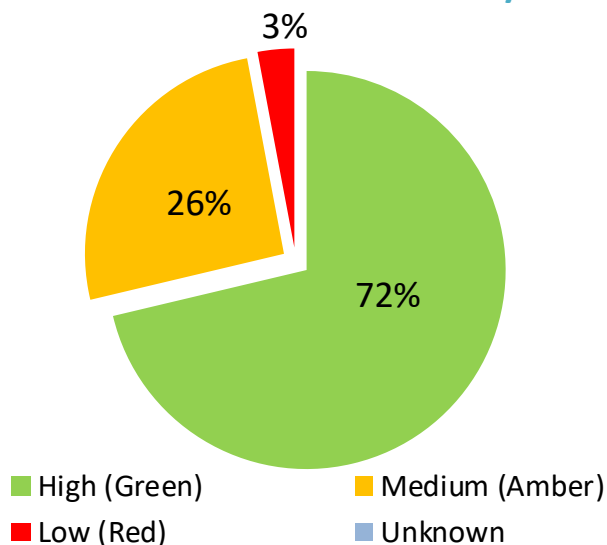
Assessed as Performing Adequately



A Combined Assurance Status report is produced by the Council on the level of confidence they can provide on service delivery arrangements, management of risks, operation of controls and performance for their area of responsibility. These reports are reviewed by the Governance & Audit Committee and provide key assurance evidence to support the Head of Internal Audit opinion.

Combined Assurance

Overall Assurance Status 19/20

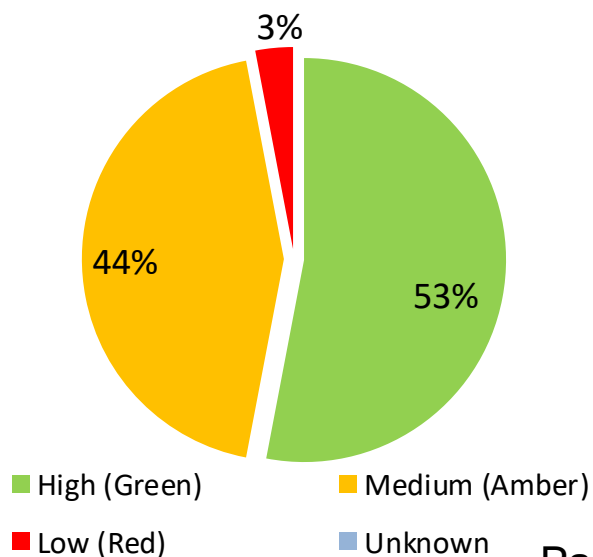


We help co-ordinate the Council's assurance intelligence. The overall assurance status is positive with the majority of areas continuing to receive a Medium (amber) or High (Green) level of assurance.

Whilst high levels of assurance have decreased this is not unexpected given the context of the year with the impact of Covid, resources have been diverted to priority areas which inevitably impacts on the assurance that can be provided to some areas.

The low levels of assurance remain the same in terms of percentage although the areas have changed. These areas are:

Overall Assurance Status 20/21

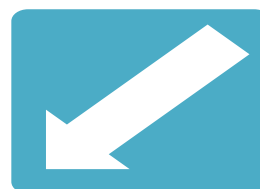


Transactional Services - Gainsborough Market

Key Projects - Test and Trace

Emerging Risks - Breathing Space legislation

Strategic Risks - ICT Security and Information Governance arrangements are ineffective



High levels of assurance have decreased by 19% since 2019/20



Our audit plans include providing assurance over our key financial systems, this is done on a cyclical basis; however the level of risk will also influence frequency.

Our work provides an important assurance element to support the External Auditor's opinion on the Council's Statement of Accounts.

In terms of Financial Control, during the year we reviewed:-

- Key Controls – Council Tax, General Ledger and VAT - **High Assurance**
- Treasury Management – **High Assurance**
- Housing Benefit Subsidy – **High Assurance**
- NNDR (City of Lincoln) – **High Assurance**

Key control testing and assurance mapping across the financial control areas continues to provide positive assurance for the Council. The most recent audits for all of these have provided Substantial/High assurance.

In December 2019 the Corporate Policy and Resources Committee approved the acquisition of a new Enterprise Resource Planning system for Finance which would replace the current Finance system which has been in situ since 1999. The project has been put on hold as a result of Covid-19 however we will support the Council with this project in due course.

The combined assurance work also identified many of the Financial systems as being Green with only a few rated as Amber (Income, Property, plant and equipment, Council Tax, VAT/Tax and Insurance). Some of these were due to the impacts of Covid-19 including reduced income, lower collection rates, suspension of Single Person Discount reviews, reduced enforcement action to collect debts and additional duties taken on by staff within the revenues services. Members have been kept informed of the impacts through the budget monitoring quarterly reports.

The full financial impact is unlikely to be fully realised until recovery is complete. However management have reported that the MTFP remains robust with any shortfalls being dealt with using reserves which have seen an increase this year and additional income has been received from Government Grants which has been distributed. The Council has set-aside £500k to support the ongoing impact of Covid for 2021/22 onwards.

The Council already had remote working processes in place and the financial systems and processes have not changed significantly, with systems having inbuilt controls and segregation of duties.

We have completed a review of Covid -19 Business Grants. Due to the significant value in Business Grants awarded during the year there is an increased risk around fraud and error. Our work is not yet complete but from the work carried out to date the indicative assurance opinion is substantial.

Financial Control



Assessed as Performing Well

Our Work



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.

Scope of Work

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.

The Audit & Governance Committee approved the 2020/21 original audit plan of **190 days** in March 2020. We have delivered **93%** of the revised plan of **180 days**.

December helped in this regard.

We have not experienced any impairment to our independence or objectivity during the conduct and delivery of the Internal Audit Plan.

Restriction on Scope

In carrying out our work we identified no unexpected restrictions to the scope of our work.

We have worked closely with the Council's senior management team to agree audit scopes and to ensure audit work is progressed.

The impact of Covid-19 meant that our full years' audit plan did not commence until quarter 2. As such the full plan could not be completed before the end of April 2021 as planned and so this was extended until the end of May 2021.

I do not consider the restrictions and changes to the plan to have had an adverse effect on my ability to deliver my overall opinion. The combined assurance work undertaken in



Our Work



Internal Audit's role include advisory and related client service activities, the nature and scope of which are agreed with the client, are intended to add value and improve an organisation's governance, risk management and control processes without the internal auditor assuming management responsibility. Examples include counsel, advice, facilitation and training.

Other Significant Work

During the year we have undertaken Grant Sign Off work including **Housing Benefit Subsidy testing**. Our testing identified two errors within the same claim which led to an overall overpayment. The errors were not deemed material and so overall received High assurance for the way the Council administers Housing Benefit.

We completed our annual refresh and coordination of Combined Assurance which maps all assurance across the Council using the 'three lines of assurance' model. This provided the Council with insight over the assurances present on its critical activities, key risks, projects and partnerships.





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.

Quality Assurance

Our commitment to quality begins with ensuring that we recruit develop and assign appropriately skilled and experienced people to undertake your audits.

During 2020/21 we continued to build upon the strong focus on developing the next generation of audit and risk professionals. We have:

- Continued with an apprenticeship scheme for our audit team which has recently led to an apprentice becoming an Audit officer
- Recently recruited two new Senior Auditors
- Provided acting up roles to two Senior Auditors to Principal level to supporting internal succession planning

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.

There is a financial commitment for training and developing staff. Training provision is continually reviewed through the appraisal process and monthly one to one meetings.

Assurance Lincolnshire conforms to the UK Public Sector Internal Audit Standards. An **Page 64**

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. We are preparing for our next assessment in 2021/22.

Our quality assurance framework helps us maintain a continuous improvement plan, which includes the following:

- Working with client senior management to improve progress and delivery monitoring / audit scheduling
- Continuing professional development around new and emerging practice guidance – including agile assurance.
- Review audit processes in light of SMARTER working to deliver efficiencies, improve productivity and optimise the way we work- including better use of technology / data analytics.
- Future proof the service – building capacity and succession planning.
- Preparing for the External Quality Assessment that is planned for January/February 2022.

Our Work



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.

Quality Assurance

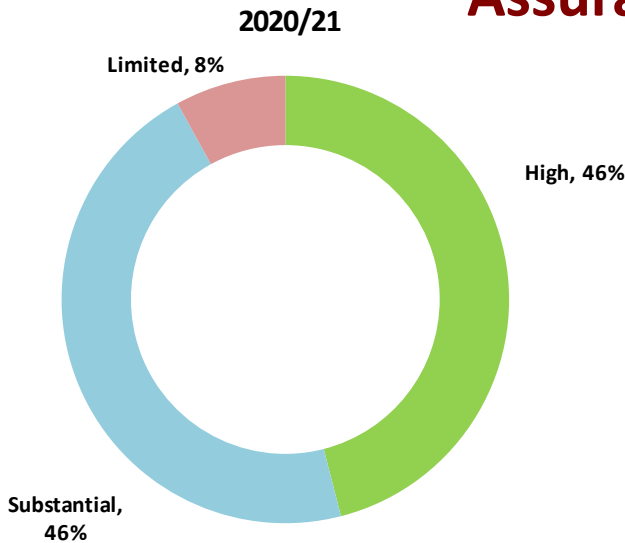
External Audit

Although internal and external auditors carry out their work with 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.



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 and forms part of the evidence that helped inform the overall annual opinion.

Assurances



Increase in High Assurance on last year

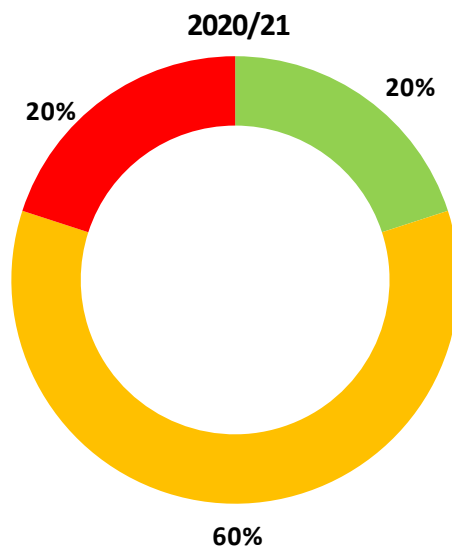
Number of Limited assurance opinions reduced (1)



Recommendations

2%
High priority recommendations have increased

9%
Medium priority recommendations have decreased



Page 66 ■ Advisory ■ Medium ■ High

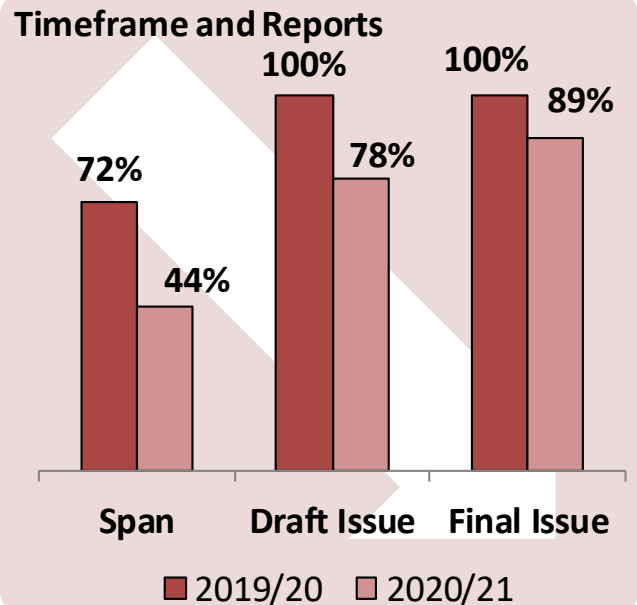


Internal Audit's performance is measured against a range of indicators. The table in **Appendix 3** shows our performance on key indicators at the end of the year. We are pleased to report a good level of achievement in the delivery of the revised plan and the added value of our work.

Performance on Key Indicators

93%

Of the plan delivered



Covid-19 has affected some of the timeframes for both the Council and ourselves. Some of the information took longer to provide and remote working during the lockdown caused additional workloads and increased timescales. We also suffered some staffing difficulties and due to Covid-19 we were not able to cover absences.

Audit	Rating	Type	High	Medium	Advisory	Total
IT Cyber Security	Substantial Assurance	Risk Based Audit	4	9	2	15
Strategic Risk	Substantial Assurance	Risk Based Audit	0	2	2	4
Homelessness	Substantial Assurance	Risk Based Audit	0	11	0	11
Treasury Management	High Assurance	Risk Based Audit	0	0	0	0
Housing Benefit Subsidy	High Assurance	Risk Based Audit	0	0	0	0
Key Project - Waste Depot	High Assurance	Risk Based Audit	0	4	3	7
Key Project - CRM	Substantial Assurance	Risk Based Audit	2	1	0	3
Crematorium	Substantial Assurance	Risk Based Audit	0	2	3	5
ICT - PSN Compliance	High Assurance	Risk Based Audit	0	1	0	1
ICT - Email Security (2019.20)	Substantial Assurance	Risk Based Audit	0	5	1	6
ICT Helpdesk Delivery & Performance	Indicative - Limited Assurance	Risk Based Audit	6	1	0	7
Key Controls testing	High Assurance	Risk Based Audit	0	0	1	1
Combined Assurance	N/A	Consultancy	0	0	0	0
Together 24	Ongoing	Risk Based Audit				
Covid 19 Business Grants	Ongoing	Grant Work				
			12	36	12	60

The original approved plan was 190 days – the revised plan was 180 days.

A small number of audits were removed from the original audit plan and this was due to re-prioritising audit resources to those areas of highest risk.

Outlined below are the areas that have been removed from the original plan:

- Wellbeing (deferred until 21/22)
- Key Project/ICT – Enterprise Resource Planning System (deferred until 21/22)
- Audit Follow-up Work (deferred until 21/22)

During the year we were requested to undertake the following additional work:

- Assurance review of Covid 19 Business Grants
- Audit review of Together 24

The annual audit plan remains flexible with a process to postpone and change audits. This means we can adapt our plan and coverage to emerging risks but maintain control and transparency on changes which must be approved by management and the Governance & Audit Committee.

Performance on Key Indicators

Performance Indicator	Annual Target	Actual 2019/20	Actual 2020/21
Percentage of plan completed (based on revised plan)	100%	91%	93%
Percentage of recommendations agreed	100%	100%	100%
Percentage of 2020/21 actions implemented	100% or escalated	100%	100%
Timescales:			
Draft Report issued within 10 days of completion	100%	100%	*78%
Final Report issued within 5 days of management response	100%	100%	*89%
Draft Report issued within 3 months of fieldwork commencing	80%	72%	*44%

*Covid-19 has affected some of the timeframes for both the Council and ourselves. Some of the information took longer to provide and remote working during the lockdown caused additional workloads and increased timescales. We also suffered some staffing difficulties and due to Covid-19 we were not able to cover absences.

Our quality control processes also took longer than anticipated through the pandemic which impacted the prompt issue of draft reports to the Council.

Corrective action is being taken as follows:-

- Co-sourcing arrangements are being formalised to improve staff cover
- Recruitment has been successful and we now have a fully staffed team
- Liaison meetings will be formalised further to ensure that delays are identified and picked up promptly.
- Review of our report process has been completed
- Review of our scheduling and performance framework has been undertaken
- Report writing training will be provided to the team during 2021/22

High

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.

The risk of the activity not achieving its objectives or outcomes is low. Controls have been evaluated as adequate, appropriate and are operating effectively.

Substantial

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.

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.

Limited

Our critical review or assessment on the activity gives us a limited level of confidence 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.

Advisory

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.

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.

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.

Impairment

Impairment to organisational independence and individual objectivity may include personal conflict of interest, scope limitations, restrictions on access to records, personnel and properties and resource limitations (funding).



**Governance & Audit
Committee**

20 July 2021

Subject: Internal Audit Quarter 1 Progress Report 2021/2022

Report by:

Lucy Pledge (Head of Service – Corporate Audit & Risk Management – Lincolnshire County Council)

Contact Officer:

Emma Redwood, Assistant Director of People and Democratic Services

Purpose / Summary:

The report gives members an update of progress, by the Audit partner, as at 30 June 2021, against the 2021/2022 annual programmes agreed by the Audit Committee in April 2021.

RECOMMENDATION(S):

That Members consider the content of the report and identify any actions required.

IMPLICATIONS

Legal:

None directly arising from this report

Financial :

None directly arising from this report

Staffing :

None directly arising from this report

Equality and Diversity including Human Rights :

None directly arising from this report

Data Protection Implications :

None directly arising from this report

Climate Related Risks and Opportunities:

None directly arising from this report

Section 17 Crime and Disorder Considerations:

None directly arising from this report

Health Implications:

None directly arising from this report

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

Risk Assessment :

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

Internal Audit Progress Report



West Lindsey District Council June 2021

Contents

Key Messages

Page 2

Introduction
Summary
Assurances

Internal Audit work completed

Page 5

Overview of Assurances
Audit Reports at Draft
Work in Progress

Other Matters of Interest

Page 6

Liverpool City Council: Best Value inspection report
Lessons from recent Public Interest Reports Internal Audit Standards Advisory Board
The governance risk and resilience framework

Appendices

Page 8

1 - Assurance Definitions
2 - Details of Overdue Actions
3 - Internal Audit Plan 2021/22 – Progress to Date

Lucy Pledge - Head of Internal Audit & Risk Management
lucy.pledge@lincolnshire.gov.uk

Emma Bee – Audit Manager
Emma.Bee@lincolnshire.gov.uk

Amanda Hunt – Principal Auditor
Amanda.Hunt@lincolnshire.gov.uk

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.

Introduction

The purpose of this report is to:

- Provide details of the audit work during the period February 2021 to June 2021
- Advise on progress of the 2021/22 plan
- Raise any other matters that may be relevant to the Audit Committee role

Key Messages

During the period we have completed two assurance audits and have three audits currently in progress with two of these at draft report stage. We have also started drafting the Terms of Reference for audits within the 2021-22 plan, scheduled for quarters one and two.

The two which have been completed are:-

- Key Controls – High Assurance
- Lea Fields Crematorium - Substantial Assurance

The three which are currently in progress include:-

- ICT Helpdesk – Draft report
- Covid business grants – Draft report
- Together 24 – Fieldwork stage

Further details of these are found within the body of the report and Appendix 3.

Overall there are 21 agreed actions remaining to be implemented (3 High, 15 Medium and 3 Low). There are no overdue actions outstanding. Appendix 2 sets out those actions where the implementation date has been extended.

1
HIGH
ASSURANCE

1
SUBSTANTIAL
ASSURANCE

0
LIMITED
ASSURANCE

0
LOW
ASSURANCE

0
OTHER
REPORTS

High Assurance

Our review of Council Tax; General Ledger and Value Added Tax (VAT) found that processes are well controlled and operating effectively.

The Covid 19 pandemic has had an impact on council tax and this resulted in a softer approach to recovery action during 2020-21. However collection rates have remained comparable to previous years and the Council has used government grants to provide targeted assistance to the most vulnerable through discretionary housing relief payments.

During this review we found that the following key controls are in place:-

Council Tax

- Prompt updating of Council Tax accounts where change of circumstances occur
- Relevant supporting documentation for discounts, exemptions, refunds and write-offs
- Independent authorisation of refunds and write offs by appropriate staff
- Daily reconciliation of Council Tax funds
- Tax base is verified and independently approved
- Annual billing is monitored for completeness

General Ledger

- Monthly reconciliation of leavers/starters supported by an annual review of system access
- Journals were independently authorised with relevant supporting documentation
- Regular reconciliation of the Council suspense accounts, prior to monthly reconciliation which is independently checked

VAT

- Accurate coding and VAT values on the Council VAT Returns
- Supporting documentation for VAT claims
- Monthly reconciliation of VAT Return with supporting documentation
- Independent authorisation of the monthly VAT Return
- Partial exemption calculation in line with HM Revenue & Customs guidelines

Key Controls

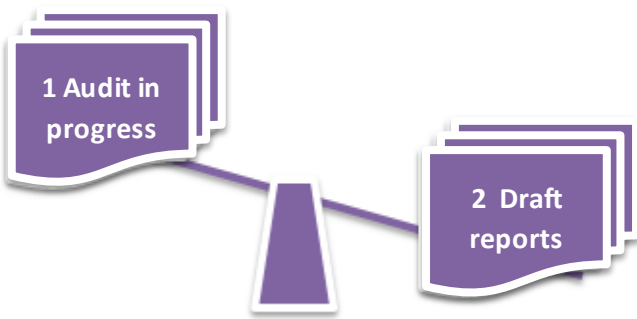
Substantial Assurance

Overall, the operational and governance arrangements of the crematorium are working effectively. WLDC has adequate oversight over the crematorium operations and decision-making. Crematorium performance (income and number of cremations) is regularly monitored. The operational procedures were consistently followed for a sample of cremations tested in respect of the bookings and management of cremated remains. The key financial controls tested around expenditure and debt management were found to be operating effectively and are consistent with those performed at the Council.

The following areas of improvement are recommended to enhance the control environment:

- Although sales invoices are based on fees calculated by the BACAS system, the sales invoices raised in the finance system should be independently checked to ensure they are accurate and to reduce the risk of delays in the receipt of the income.
- As part of the monthly Budget Monitoring process, the Finance Business Partner should perform a reconciliation between expected income based on BACAS records and actual income per the general ledger. Any significant variances should be promptly investigated. This should provide greater assurance over the completeness and accuracy of income.
- The known issue with the feed from the CCTV cameras not being accessible on the three tablet devices used by crematorium staff should be addressed with the IT team to ensure the smooth running of cremation services and from a health and safety and security perspective.

Lea Fields Crematorium



Audit reports at draft

We have two audits at draft report stage:

- ICT Helpdesk
- Covid business grants

Work in Progress

We have the following audits in progress :

- Together 24 – Fieldwork stage



Other Matters of Interest

A summary of matters that will be of particular interest to Audit Committee Members



Liverpool City Council: Best Value inspection report

The report sets out the detailed findings of the inspection including the inspector's conclusions, the evidence and methodology used, and proposals for the future. The report concluded :-

- There were major gaps in the documentary evidence to support the decisions and actions of the Council at both Member and Officer level.
- Compliance with the Council's Standing Orders, regulations and the overriding legislation was not part of the culture of the organisation .
- Failure to comply with the rules relating to Key Decisions, Scrutiny, Exempt reports and probity was evident. Processes were in place to ensure these matters can be drawn out, but there was no evidence that this was done.
- Officers drew attention to the risks and losses incurred by the Council but these were not always visible because of structures/resource limitations/reporting lines and in some cases these offices were not supported and exposed to aggressive challenge.
- Early steps have been taken to improve control and compliance and these are starting to have an impact. It is clear that there is insufficient resource at the top and in the corporate centre of the Council to drive changes and embed them Council wide.
- There is evidence that the failings reported in reviews of Nottingham City Council and London Borough of Croydon are reflected in what was noted in the Council's LATCO's .

The full report can be found at:-

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/976197/Liverpool_Best_Value_inspection_report.pdf

Grant Thornton Lessons from recent Public Interest Reports

The pandemic has highlighted four essential factors about Local Government:-

1. Local government has provided fantastic support to its communities in working with the NHS and other partners.
2. The centralised approach to government has been exposed to some degree in terms of it's ability to tailor pandemic responses to regional and local bodies.
3. Years of reduced funding have exposed underlying flaws in the local authority business model, with too much reliance on generating additional income.
4. Not all authorities exercise appropriate care with public money, exercise appropriate governance or have the capability of managing risk.

Local authorities have a variety of different governance models . Recent public interest cases have found that it is less about the system of governance and more about how it operates, who operates it and how willing they are to accept scrutiny and challenge.



Other Matters of Interest

A summary of matters that will be of particular interest to Audit Committee Members

The report discusses the three main areas where lessons can be learned through reports on the context of local government in a Covid-19 world, Governance, scrutiny and culture and Council leadership.

A number of recommendations are made:-

- Councils are required to consider how they measure up against CIPFA 's new Financial Management Code
- Councils are mindful of reserve levels at all times, maintaining a clear strategy for maintain g adequate reserves.
- Internal Audit and risk assurance arrangements can be strengthened.
- Greater focus on establishing a healthy management culture – starting with the tone from the top
- Look for opportunities to learn fro the Council's past experience and that of others.
- Council members should strive to work more collegiately, particularly for strategic decisions with implications that reach many years in the future.

The full document can be found provided on request.



The governance risk and resilience framework

The framework is designed to support individual council officers and councillors to play their part in understanding, and acting on, risks to good governance. It centres on an analytical framework which is designed to help councillors and officers to identify emerging risks to governance, and to tackle them proportionately. It is based on three stages:

- Anticipating – the framework supports councillors and officers (even if they aren't governance professionals) to observe and reflect on governance practice, through a set of characteristics and behaviours which are designed to give people a “common language” to talk about governance pressures;
- Managing – understanding and accepting where risks lie, and taking action to find solutions. The framework is designed to be bottom-up – to empower people other than senior managers to take active responsibility to find and implement solutions themselves. However, the support of people at the top of the organisation – and especially the principal statutory officers – is important;
- Adapting – learning from these experiences in the interests of continuous improvement.

It is envisaged councillors and officers use the framework to talk about their experiences with governance, with these insights – and concerns – being escalated to principal statutory officers in a council (the Chief Executive, the Monitoring Officer and the Chief Finance Officer) for review. In so doing, this insight can help councils to agree robust and accurate Annual Governance Statements.

Page 83

The full framework can be found at: - [The governance risk and resilience framework - Centre for Governance and Scrutiny](#)

High

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.

The risk of the activity not achieving its objectives or outcomes is low. Controls have been evaluated as adequate, appropriate and are operating effectively.

Substantial

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.

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.

Limited

Our critical review or assessment on the activity gives us a limited level of confidence 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.

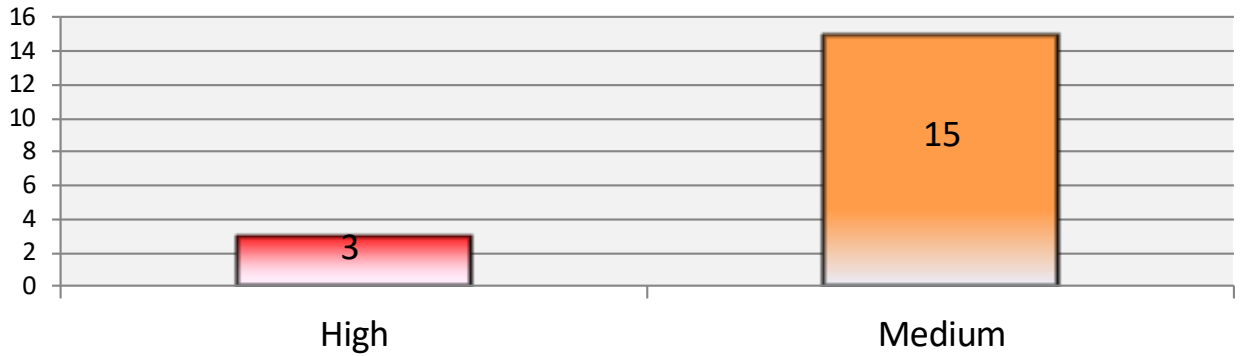
Low

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.

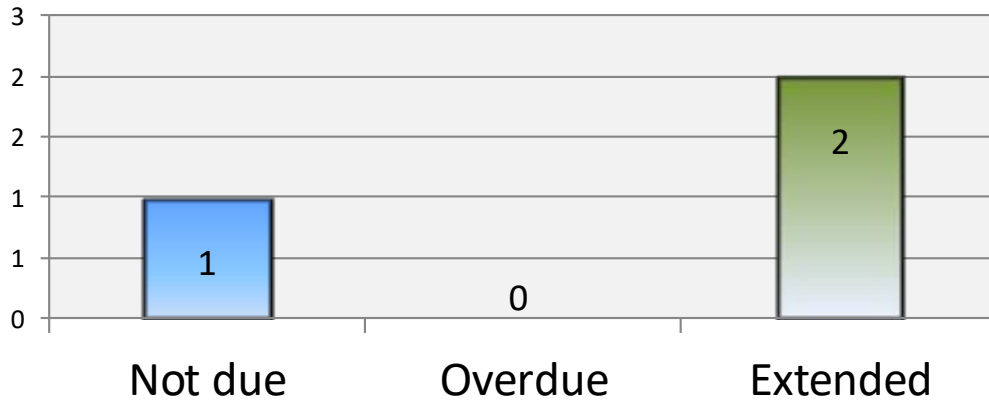
There are either gaps in the control framework managing the key risks or the controls have been evaluated as not adequate, appropriate or are not being effectively operated. Therefore the risk of the activity not achieving its objectives is high.

Outstanding Audit Actions for all audits at 31 May 2021

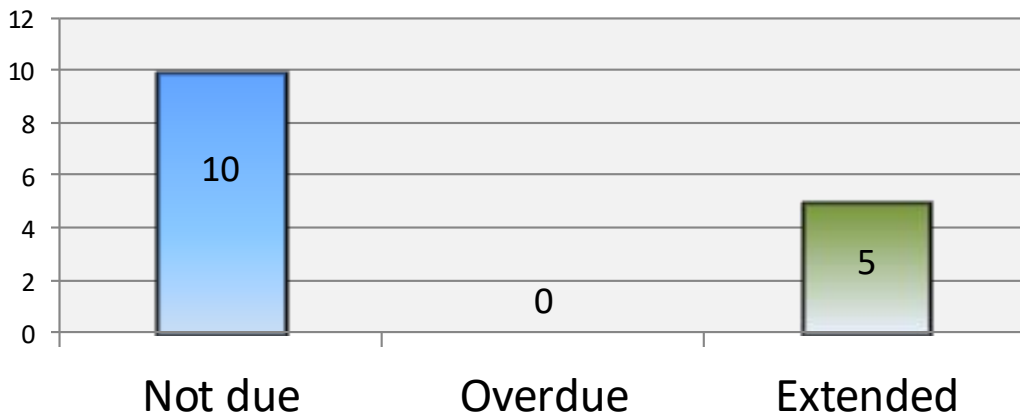
All Actions remaining to be implemented



High Priority Actions remaining to be implemented



Medium Priority Actions remaining to be implemented



Details of the new extensions are provided in the following pages.

Details of the overdue Agreed Actions where the implementation date has been extended since February 2021

Audit	Priority	Agreed Action	Owner	Original due date	Current due date	Comments
WLDC 2020/21-03 - Key Projects - The Waste Depot	Medium	1.1 Links between the project benefits and its outcomes/ deliverables to be determined together with how they will be measured.	Ady Selby	30/04/21	30/11/21	As highlighted, the benefits will be assessed as the projects moves forward. I will ensure the project team focus on ensuring project outcomes are achieved. Action won't be complete until depot is operational. Revised date 30/11/2021.
WLDC 2020/21-03 - Key Projects - The Waste Depot	Medium	1.2 Benefit measures and targets to be approved by Project Group and Portfolio Board with key officers appointed responsibility of the benefit measures.	Ady Selby	30/04/21	30/11/21	As above
WLDC 2020/21-02 - Key Projects - CRM	High	2.1 The plan will be regularly updated and checked prior to board meetings	Darren Mellors	31/31/21	30/09/21	The CRM Project Delivery plan is currently being defined by Management Team and the supporting PDP will be updated once agreed. Revised due date 30/09/2021

Details of the overdue Agreed Actions where the implementation date has been extended since February 2021

Audit	Priority	Agreed Action	Owner	Original due date	Current due date	Comments
WLDC 2020/21-05 - Homelessness	Medium	Develop Change4Lincs delivery plan with partners	Andy Lee	30/06/21	30/09/21	June 2021 - Currently being actioned. This will not happen until Change4Lincs have appointed a new partnership lead. The timing of this is out of our control. Change4Lincs is a partnership led by SKDC. Revised date of 30/09/2021
WLDC 2020/21-05 - Homelessness	Medium	Develop lettings policy for Viable Housing Solution to provide pathway to housing solution for those not eligible for housing register	Andy Lee	31/07/21	30/09/21	June 2021 - Currently being actioned will be in place by end of July
WLDC 2019/20-01 - Vulnerable Communities	High	5.1 KPIs to be produced and reported through P&D. Annual Report to be produced as part of new Communities at Risk Policy document.	Grant White	31/03/21	31/03/22	P&D measures for the Communities Service are scheduled to be reviewed in October 2021 and will include setting new KPI's for reporting on performance around communities at risk. Annual reporting on communities at risk will then be included within the P&D reporting in March each year.

Audit	Scope of Work	Start Planned Date	Start Actual Date	End Actual Date	Rating
2020/21 ICT Helpdesk	<p>Joint review with NKDC to review the effectiveness and efficiency of the helpdesk</p> <p>The previously unallocated ICT days have been added to this review to enable a deeper dive into Performance & Delivery</p>	Q4 Jan – Mar 20	November 2020		Draft Report
2020/21 Covid 19 Business Grants	To provide assurance over claims in relation to the Small Business Grant Fund (SBGF) and Retail, Hospitality and Leisure Grants (RHLG).	Q4/Q1 Mar- Jun 21	May 2021		Draft Report
2020/21 Together 24	To provide assurance over the governance arrangements in place	Q4 Jan – Mar 21	April 2021		Finalising fieldwork
Key Control Testing	Delivery of key control testing to enable Head of Internal Audit to form an opinion on the Council's financial control environment.	Q4			
Grants awarded	To provide assurance that there are robust arrangements in place for the issuing of grants across the council and grant conditions are monitored and complied with	Q2			TOR agreed
Insurance	To provide assurance around the adequacy and effectiveness of processes within the insurance function	Q3			TOR being drafted
Value for Money (VFM)	To provide assurance that the Council takes all reasonable steps to achieve Value for Money in the delivery of its services.	Q1			TOR being drafted

Audit	Scope of Work	Start Planned Date	Start Actual Date	End Actual Date	Rating
Strategic Risk - TBC	To provide assurance that the processes in place to support the management of this strategic risk are operating effectively	Q3			
Flood Management	To provide assurance that adequate arrangements are in place between the council and the LLFA to both prevent and respond to flooding - Client wide review	Q2			
Carbon Management	To provide assurance that the plans in place to tackle climate change are relevant, fit for purpose and achievable	Q4			
Local Land Charges	To provide assurance over the operational arrangements in place with a core focus on performance management	Q2			TOR agreed
Wellbeing	Review of delivery and effectiveness of the Council's elements of the wellbeing contract. - Client wide review	Q4			
Enterprise Resource Planning system	Consultancy review to advise and support on system controls during the implementation of this new system	Q1-3			
ICT Disaster Recovery & Backup	To provide assurance that backups are robust, working effectively and that disaster recovery arrangements are in place and also periodically tested.	Q4			

Audit	Scope of Work	Start Planned Date	Start Actual Date	End Actual Date	Rating
ICT - Cloud/ Housed Services	Review of several cloud hosted solutions to ascertain the level of due diligence undertaken of selected providers and the adequacy of security arrangements in place	Q3			
ICT - Network Infrastructure & Security	Review of the network architecture and design from a security perspective to determine whether adequate security mechanisms are in place and operating effectively.	Sept'21			TOR drafted
Follow-ups	To provide management with assurance that actions from previous key audits have been implemented and this has led to improved outcomes.	Q1			TOR agreed
Combined Assurance	Updating the assurance map and completing the Combined Assurance report.	Q3			



**Governance & Audit
Committee**

20th July 2021

Subject: Draft Annual Governance Statement 2020/21

Report by:

Chief Executive

Contact Officer:

Head of Policy, Strategy and Sustainable
Environment/Monitoring Officer

Purpose / Summary:

To present the draft Annual Governance
Statement for 2020/21, review its content and
determine the issues to be contained in the
associated action plan

RECOMMENDATION(S): That Members review the Statement and:

- 1. Identify any additional governance related matters for inclusion**
- 2. Review the proposed set of issues that have arisen during the year that are intended to form the Action Plan for 2020/21**

IMPLICATIONS

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

Financial : FIN/36/22/TJB

There are none from this report.

Staffing: None

(N.B.) Where there are staffing implications the report MUST have a HR Ref

Equality and Diversity including Human Rights : None

NB: Please explain how you have considered the policy's impact on different groups (for example: young people, elderly, ethnic minorities, LGBT community, rural residents, disabled, others).

Data Protection Implications : None

Climate Related Risks and Opportunities: None

Section 17 Crime and Disorder Considerations: None

Health Implications: None

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

*Wherever possible please provide a hyperlink to the background paper/s
If a document is confidential and not for public viewing it should not be listed.*

Risk Assessment : 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

Key Decision:

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

Yes

No

1 Introduction

- 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." (CIPFA 2007)
- 1.4 Ordinarily, the Council is required to produce an Annual Governance Statement for approval by 31st July each year to accompany the Council's Statement of Accounts. However, due to the Covid-19 situation, the timeframe has been extended this year, as was the case last year, to the end of September 2021.
- 1.5 The Annual Governance Statement includes a summary of the governance framework and identifies those areas where further action is required to achieve greater 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 2020/21
 - 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 Additionally this year, reporting bodies are asked to consider the contents of CIPFA Bulletin 06, concerning the impact of the continuing Covid-19 pandemic on governance in local government bodies.
- 3.3 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.
- 3.4 Within the Statement, reference has been made to significant events or issues that have arisen during the year and the findings of any governance related reports. These include audit findings and the Council's on-going response and recovery from the Covid-19 pandemic, to mitigate its effects on governance, resourcing and financial implications and in addition, to support economic recovery and community wellbeing.

4. Draft Annual Governance Statement 2020/21

- 4.1 The draft Statement for 2020/21 accompanies this report. At this stage, Officers are asked to review its content and provide feedback.

5. Issues to be Addressed via Associated Action Plan

- 5.1 Any issues that have been identified during the year as requiring attention to ensure more robust governance are raised within the AGS and form an associated action plan. Having reviewed the year; taken account of progress against the AGS 2019/20 action plan and also considered recommendations made within various governance related reports/audits, the following matters are put forward for consideration:

1. Living with Covid-19 roadmap#
2. Complete review of corporate procurement procedures#
3. Ensure compliance to meet the standards of the Financial Management Code
4. Produce a Cultural Strategy*
5. Clarify what 'social regeneration' means to the Council, what it will deliver and how to resource it*

Carried forward from the 2019/20 AGS action plan

* Emanating from the Peer review action plan.

5.2 Members are requested to consider these to determine their appropriateness, or any other matters, for referencing within the AGS action plan.

5.3 The draft statement and action plan have been shared with Internal Audit and no concerns have been raised.

6. Governance & Audit Committee Review

6.1 The process of review will culminate in a final draft of the AGS 2020/21 and action plan being presented to the Governance & Audit Committee, along with the Statement of Accounts, in September 2021.

7. Action Required by Committee

1. Identify any additional governance related matters for inclusion
2. Review the proposed set of issues that have arisen during the year that are intended to form the Action Plan for 2020/21

WEST LINDSEY DISTRICT COUNCIL

Annual Governance Statement 2020/21



ANNUAL GOVERNANCE STATEMENT 2020/21

1. SCOPE OF RESPONSIBILITY

1.1 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.

1.2 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, which includes arrangements for the management of risk.

1.3 During 200/21, West Lindsey District Council has worked to its code of corporate governance. This follows the principles set out in guidance provided by CIPFA/SOLACE in 2016 within 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.

1.4 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.

2. THE PURPOSE OF THE GOVERNANCE FRAMEWORK

2.1 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 represent value for money. The framework has been reviewed during the year and is deemed to be relevant and robust.

2.2 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.

2.3 The governance framework has been in place at West Lindsey District Council for the year ended 31st March 2021 and up to the date of approval of the statement of accounts at a meeting of the Governance and Audit Committee on 29th September 2021.

3. THE GOVERNANCE FRAMEWORK & REVIEW OF EFFECTIVENESS

3.1 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.

3.2 The Council's governance arrangements have been severely tested by the Covid-19 Pandemic. This has caused severe disruption to the manner in which the Council usually progresses its decision making and wider operations. Governance procedures and protocols concerning the holding of Committee meetings, the functioning of internal Programme Boards, performance reporting, information governance, business continuity and emergency planning and consideration of risk, have all been tested with revised arrangements put in place and regular advisory messages relayed to staff. Staff have reacted in a positive fashion, with a larger majority operating remotely with the result that Council business has been delivered largely as expected.

3.3 Many members of staff have been re-assigned to new priority areas of work to ensure that the vulnerable and those most in need, are assisted and are not adversely affected by the impacts of the Pandemic. Much effort has also been spent on ensuring that businesses receive the financial support afforded them by government and also advice and assistance to ensure they continue to operate in a safe manner and/or were able to re-open in line with all relevant public health guidelines. Covid Marshalls have been appointed to re-enforce social distancing messages and to provide visibility and support for residents and businesses, as well as checking that necessary regulations are adhered to.

3.4 The Council's uses its Constitution as a basis from which decision making, delegations and matters relating to the ability to meet legislative and statutory requirements are considered. As a result of lockdown and social distancing requirements over the last year, the Council no longer had the ability to hold council meetings and make decisions in the usual manner. Therefore, using the Constitution as a guide, revised arrangements were put in place to ensure that delegated decisions could be made promptly and in a sound manner. For matters that did not require new legislation e.g the ability to hold virtual meetings, the Constitution provided a solid framework to support the implementation of the revised arrangements.

3.5 Throughout the statement, where the pandemic has impinged on governance related matters, specific reference has been made to the impact

and the Council's response is detailed.

3.6 The Council is working to its Corporate Plan covering the period 2019-2023. It sets out the Council's vision for the District and sets out key strategic objectives which will deliver desired outcomes for communities. The Corporate Plan is explicitly aligned to the Medium Term Financial Plan (MTFP) and Executive Business Plan which details key corporate activity over a three year time frame which will support the achievement of the Council's aims and objectives. This ensures that the aspirations in the Corporate 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, as is the on-going relevance of the Plan which takes into account feedback from surveys conducted with the citizens of West Lindsey.

3.7 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.

3.8 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 Council's Management Team.

3.9 West Lindsey District Council has developed, communicated and embedded codes of conduct, defining the standards of behaviour for both Members and staff. During the year the Council has engaged meaningfully in consultation on the production of a new Standards Code for Members and will be looking to adopt the new Code during 2021. 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.

3.10 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) The findings of the Annual Audit Work Plan
- c) Third Party assessment e.g. peer review, external consultancy

2. The Annual Review of Comments, Compliments and Complaints

3. The Annual Monitoring Officer Report and Review of The

Constitution

- 4. The Annual Review of the Effectiveness of Internal Audit**
- 5. Reviews 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**

3.11 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.

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

4. SIGNIFICANT GOVERNANCE ISSUES

4.1 Over the last year the Council has consolidated its progress made over previous years in embedding its corporate governance arrangements and procedures and to consistently communicate the message across the organisation that governance is an essential component of corporate activity. However, as major projects have developed and commercial initiatives have been pursued, the Council has been cognisant of the need to ensure governance and decision making processes do not inhibit the successful achievement of desired outcomes. Hence, the Council's attitude to risk and governance have been the subject of much discussion to determine the right balance between probity and the taking of opportunities.

4.2 This work has been recognised by the Head of Internal Audit. Taking account of the activity and changes within the Council during 2020/21 and the audit and consultancy work the audit team have undertaken, she has concluded that the Council's arrangements for governance, risk and financial control are performing well, with arrangements for internal control performing adequately. This is an improved position compared to the opinion offered last year, whereby all four elements were deemed to be performing adequately.

4.3 The capacity and capability of the Council to deliver its objectives is regularly reviewed. This ensures that staffing requirements are appropriate 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. This approach continues to serve the Council well.

4.4 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 performance and project management, partnership arrangements, risk management, procurement 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. Work has also been undertaken to review the Council's Portfolio Board structure to provide appropriate support and scrutiny in relation to project development and to realise effective delivery.

4.5 The Council continues to work closely with a combination of colleagues from Lincolnshire Procurement and Lincolnshire Legal Shared Services to ensure that governance arrangements supporting the Council's growth and commercial agendas are robust. Where appropriate, additional relevant external professional advice is sought to review particular proposals and help steer decision making. Additionally, to expedite efficient decision making, arrangements are in place to hold concurrent policy and resourcing committee meetings, to secure policy/project and resourcing approvals within the same session.

4.6 Training for staff and Members has also taken place during 2020/21, as have workshop sessions and regular feedback to Members and the Management Team on governance related matters and a number of other subject areas. These have been held on a virtual basis and feedback has been positive.

4.7 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.

4.8 During 2020/21 West Lindsey District Council has also regularly reviewed progress against the significant issues identified in the previous year's AGS (2019/20). Six-monthly update reports have been presented to the Council's Management Team and the Governance and Audit Committee. Issues that have been sufficiently progressed and so are now removed from the AGS (2019/20) action plan are:

1. Implement senior management restructure
2. The production of the Council's Climate and Sustainability Strategy
3. Address issues arising out of effectiveness of Governance & Audit Committee survey

Matters relating to the remaining three issues have been rolled over into the action plan for 2020/21 as detailed below:

4. Post-pandemic recovery response & plans – this will have a change of emphasis to 'Living with Covid' and how the Council adapts to this in respect of how it functions
5. Review of the effectiveness and understanding of corporate procurement procedures – a number of actions have to be concluded before matters have been fully addressed.
6. Maintain oversight and assurance on progress of the Peer Review action plan – Good progress has been made against this, however a number of individual items within the plan will appear on the action plan for 2020/21.

5. SIGNIFICANT CURRENT ISSUES TO BE A FOCUS IN 2021/22.

5.1 During 2020/21, 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 colleagues from both Internal and External Audit.

5.2 Those issues that have been identified as requiring particular attention during 2021/22 are produced below. These were identified by Management Team; via reference to Internal Audit opinion and through the work undertaken to complete the Council's Combined Assurance Report for 2020/21. Progress will be made in 2021/22; monitored by the Management Team and the Governance and Audit Committee.

5.3 The significant issues identified are:


1. Living with Covid-19 roadmap
2. Complete review of corporate procurement procedures
3. Ensure compliance to meet the standards of the Financial Management Code
4. Produce a Cultural Strategy*
5. Clarify what 'social regeneration' means to the Council, what it will deliver and how to resource it*

* Emanating from the Peer review action plan.

5.4 Over the coming year we will 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.

5.5 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: _____
Councillor Owen Bierley, Leader of the Council on behalf of West Lindsey District Council

Signed:  _____ Date: _____
Ian Knowles, Head of Paid Service on behalf of West Lindsey District Council

Agenda Item 6f



Governance and Audit

Tuesday 20 July 2021

Subject: Unaudited Statement of Accounts 2020-21

Report by:

Section 151 Officer

Contact Officer:

Caroline Capon
Corporate Finance Team Leader

caroline.capon@west-lindsey.gov.uk

Purpose / Summary:

The 2020/21 Unaudited Statement of Accounts is presented for scrutiny

RECOMMENDATION(S):

- 1) That Members pre- scrutinise the attached Unaudited Statement of Accounts. Any comments of this Committee will be referred to the Section 151 Officer for subsequent discussion with the Council's External Auditors, Mazars;**

IMPLICATIONS

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

Financial : FIN/52/22/TJB

The Unaudited Statements of Accounts 2020/21 has been prepared 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 Actual overall Outturn has realised a surplus of £2.783m, of which £1.414m relates to one off budget provision for projects funded from reserves and which have approval for carry forward as they span financial years.

This leaves a £1.369m surplus (7% of the revised budget) which will be transferred to the General Fund Balance.

Capital Investment totalled £9.034m.

In respect of Usable Reserves, we remain in a healthy position with balances detailed below;

- General Fund working balance totals £7.338m, (£4.233m 2019/20)
- General Fund Earmarked reserves total £19.209m, (£15.787m 2019/20)
- Capital receipts total £1.169m (£3.463m 2019/20)
- Capital Grants unapplied £2.367m (£0.538m 2019/20)

A number of financial performance ratios are contained within the report which illustrate that the Council remains in a healthy financial position.

Staffing :

None arising from this report.

Equality and Diversity including Human Rights :

None arising from this report.

Data Protection Implications : None arising from this report

Climate Related Risks and Opportunities: None arising from this report

Section 17 Crime and Disorder Considerations: None arising from this report

Health Implications: 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 2020/21.

Code of Practice on Local Authority Accounting in the United Kingdom – Guidance notes for practitioners 2020/21 Accounts.

The Accounts and Audit (England) Regulations 2015

Papers are located in the Financial Services section, Guildhall

Risk Assessment :

Should the auditors find any material errors this may result in a qualification of the accounts:

Mitigation: The auditors have been consulted on any material issues identified during the closedown process and agreement has been made on the treatment of such items.

Mitigation: A robust quality check has been undertaken and working papers prepared and reviewed.

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 Introduction

- 1.1 The Unaudited Statement of Accounts for 2020/21 (Appendix A) has 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 and published before the 31 May. Following completion of the external audit the Council must formally approve the accounts before 31 July. However, due to the current situation regarding Covid-19, these deadlines have been extended. The unaudited accounts must therefore be published on, or before 31 July 2021. Audited accounts must be published by 30 September 2021.
- 1.3 The Committee is presented with the Unaudited Statement of Accounts, which was approved for issue by the Chief Executive (S151 Chief Finance Officer) on 1 July 2021 to the auditor, Mazars which is prior to the statutory deadline of 31 July 2021, for consideration and review.
- 1.4 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 28 September 2021 after the audit process.
- 1.5 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 which will be held a few days prior to the September Committee meeting.
- 1.6 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.
- 1.7 This Committee will review the Draft Annual Governance Statement alongside the Unaudited Statement of Accounts.
- 1.8 The External Auditor (Mazars) commenced their audit 14 June 2021. If any errors are identified during the audit this may result in some changes to the Statement of Accounts that were originally certified by the Chief Finance Officer 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 is available for inspection by the electorate and must include the

period from 5th July 2021 to 13 August 2021 by appointment only. From 5th July 2021 to 13 August 2021, 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 Assistant Director of Finance, Business Support and Property Services (S151).

2 Financial Performance Indicators 2020/21

- 2.1 Taking information from the main Statements within the Accounts i.e. the Income and Expenditure Account, the Movement in Reserves and the Balance Sheet, the financial performance indicators provide a view of the Council's financial stability and health.
- 2.2 The Council remains in a healthy position with good levels of Usable Reserves, however the impact of the increase in the Pension Liability reflects an inability to meet its liabilities. The pension fund is not an immediate concern, however the increased liability, is mainly due to the financial assumptions of the value of liabilities in the current economic climate.

3 The Statement of Accounts

The Unaudited Statement of Accounts 2020/21 is attached at Appendix A. The main elements of which are detailed below;

3.1 Expenditure Funding and Analysis (Note 8 to the accounts)

This is a statement which details the net expenditure utilised by our service Clusters which (chargeable to the General Fund) when added to the statutory accounting adjustments i.e. capital charges, pensions. This then reconciles to the Comprehensive Income and Expenditure Account.

3.2 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. In 2020/21 there was a surplus on the

Provision of Services totalling £1.211m (£8.007m surplus 2019/20).

3.3 **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 Councils usable reserves total £30.081m (£24.021m 2018/19).

3.4 **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 £30.081m (£24.021m 2019/20). 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 £32.784m (£18.163m 2019/20) thus giving a net balance sheet position of £2.703m where liabilities exceed assets and Unusable Reserves exceed Usable Reserves. (£5.858m, Net Assets with Usable Reserves exceeding Unusable Reserves)

3.5 **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 increase in cash of £5.173m (decrease of £2.678m 2019/20). Which is mainly due to the amount of Business Rates Grants funding yet to be expended.

3.6 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.

3.7 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.

4 Other Matters:

4.1 Scale Fee for the External Audit of the Accounts 2020/21

The Council received notification from the Public Sector Audit Appointments (PSAA) on the 1 May 2020 that the scale fee for the Audit of the 2020/21 Statement of Accounts would remain unchanged at £33,420, however it is anticipated that this fee will increase by at least 25% in line with the additional costs experienced in 2019/20 and as a result of additional audit work required by the Audit Code. These costs will be met from within the approved budget.

5 Summary

- 5.1 The Unaudited Statement of Accounts 2020/21 attached at Appendix A is currently being audited by the Authority's external auditors. The final Audited Statement of Accounts will be

presented to Governance and Audit Committee on 28 September 2021.

- 5.2 It is recommended that Members, having considered the Unaudited Statement of Accounts refer any comments to the Chief Finance Officer for subsequent discussion with the Council's External Auditors, Mazars prior to issue 28 September 2021.
- 5.3 Members note the scale fee for the External Audit of the Statement of Accounts for 2020/21.

6 Recommendations

- 1 That Members have the opportunity to review the attached Unaudited Statement of Accounts. Any comments of this Committee will be referred to the Section 151 Officer for subsequent discussion with the Council's External Auditors, Mazars;
- 2 That Members accept the uncertainty around the Pension Fund Valuations which may result in amendments to the Statement of Accounts;
- 3 That Members note the scale fee for the External Audit of the Statement of Accounts for 2020/21.

Statement of Accounts and Annual Governance Statement 2020/21

Unaudited Statement



CONTENTS

ACCOUNTS AND STATEMENTS	PAGE
Narrative Report	4
Statement of Responsibilities for the Statement of Accounts	33
Core Financial Statements	
Movement in Reserves Statement	35
Comprehensive Income and Expenditure Statement	36
Balance Sheet	37
Cash Flow Statement	38
Explanatory Notes to the Core Financial Statements	39
Supplementary Statements	
Collection Fund Account	106
Explanatory Notes to the Collection Fund	108
Independent Auditors Report to West Lindsey District Council	111
Glossary of Terms	115



INTRODUCTION

Message from the Leader of the Council, Councillor Owen Bierley

As Leader of West Lindsey District Council I am proud to introduce you to West Lindsey District Council's Financial Statements for 2020/21. In a year of many challenges, the accounts not only provide details of the Council's financial position for 2020/21 which demonstrates the excellent financial management exercised by the Finance Team here at West Lindsey but also our performance in both response and recovery of the Covid-19 pandemic.

In addition it gives me the opportunity to highlight some of our achievements over the past year in delivering our Corporate Plan objectives and which contribute to our overall vision for West Lindsey in that it is a **great**

place to live, where businesses, communities can thrive and realise their potential. During the year we have made real progress to delivering a better future for the people of West Lindsey.

By putting **Our People** first their health and wellbeing is of high importance to us and in a year where the Covid-19 pandemic has affected all our lives, we have worked with other agencies in ensuring the vulnerable in our communities were supported and businesses received the grants due to them as quickly as possible.

We saw the opening of our new leisure centre at Market Rasen albeit, the Covid-19 lockdowns have significantly affected participation levels at both our leisure facilities, and we continue to support our Leisure Management Contractor, SLM Ltd in encouraging people to get active once again.

We continue to work with students, education establishments and businesses, through our mentoring programme, funding engineering machinery for training purposes, and having now created 40 apprenticeships this brings more opportunities for our young people who will learn the appropriate skills for a future in our local industries.

We continue to support our communities and have distributed £92k to local groups, generating £643k in match funding for the District, achieving £6.98 for every £1 invested, this is an increase of £0.74 from the previous year.

We are committed to ensuring the future sustainability of **Our Place** for our residents which requires us to meet the need for homes and jobs. Three development sites have been agreed within Gainsborough and will deliver 4,385 homes over a number of years. This has only been achieved through successful funding bids to Homes England and private/public sector engagement and investment.

We continue to deliver the **Local Plan** and to support the development of local neighbourhood plans



where 17 plans have been adopted thus far, and a further 4 currently being progressed.

Our Council

Our Together24 programme puts the customer at the centre of everything we do, we want to ensure we provide excellent services and good value for money. The programme will see services redesigned and investment in new technology will see our online services grow, efficiencies identified and improvements in customer satisfaction.

The impact of Covid-19 pandemic has had a devastating effect on our communities and economy we are seeing job losses, business closures and sadly loss of loved ones.

As a Council, we have lead the response, through organising Community Hubs to ensure that the lone, elderly and vulnerable are supported. We have provided much needed support and advice and issued grant funding on behalf of the government to local businesses who have seen financial hardship through being instructed to close their doors to protect their staff, the public and the NHS from this terrible disease.

As we recover from the Covid emergency it is important to us that we continue to build on the relationship with our residents, communities and our businesses to support each other through the next few years and we will need to work together for everyone to recover from this setback and achieve our aspirations

We are seeing a significant impact on our own finances as our income has reduced and additional costs are being borne. Our agile office based workforce were well placed to work from home and continued to deliver services where restrictions allowed.

We are now faced with increased financial uncertainty from the long term effects of Covid-19 in addition to the impact of the delayed Fairer Funding Review and Business Rates Retention Review and whilst we are anticipating a reduction in overall funding levels, we will ensure we can continue with our aspirations through the effective stewardship of our funds.

I would like to thank the staff of West Lindsey District Council for their flexibility and commitment in contributing to our continued success.



Great Limber pond

Message from the Assistant Director of Finance, Business Support and Property Services - Chief Finance Officer (s151) – Tracey Bircumshaw

In my role as the Council's Chief Finance Officer it is my responsibility to ensure that the financial affairs of the Council are properly administered and that its financial position remains stable and robust. This is essential to ensuring the Council can provide quality services and continue to support delivery of the Corporate Plan objectives.

This Narrative Report provides a summary of our performance in year and provides an overview of the purpose of each of the Financial Statements within the accounts; summarises the material items within them and gives a holistic overview of the year in terms of both financial and non-financial performance.

It is important to note that the deadlines for the preparation of the accounts 2020/21 after consideration by the Ministry of Housing, Communities and Local Government and in consultation with stakeholders, that the draft accounts must now be submitted for audit by 31 July 2021 (rather than 31 May) and the timeline for the conclusion of the audit is now 30 September 2021 (rather than 31 July).

2020/21 has been a challenging year, as we responded to focus our support to residents and businesses affected by the Covid-19 pandemic. The Council were financially impacted by significant increased costs and reductions in our own income, some of which were supported by Government Funding with the remaining shortfall of £0.311m met from our own resources.

However, we have continued to provide services where we have been able, some of which have received national recognition awards. In addition we have continued to progress our Executive Business Plan which detailed the actions that we will take to support delivery of the Corporate Plan objectives through projects and investment.

Within these statements you will also find reference to our subsidiary organisations and Joint Ventures which are part of our commercial and innovative approach to delivery of outcomes through commercial opportunities and working in partnership.

Our accounts once again reflect good financial stewardship. We achieved a budget surplus of £2.783m of which £1.414m relates to ongoing project delivery. This compares with the accounting surplus of £8.561m shown in the Comprehensive Income and Expenditure Statement on page 5. These two numbers are reconciled on page 19 of the narrative report, with the movement reflecting



the legislative exemption from certain financial accounting practices that ensures the tax payer is not funding non cash transactions.

Our Balance Sheet position remains strong with earmarked reserves of £19.209m being set aside for significant investment, service improvement initiatives and to mitigate financial risks. The General Fund balance stands at £7.338m which is above our minimum requirement of £2.5m. When taking account of approved carry forwards of budgets for specific project delivery the unallocated General Fund Balance 2021/22 is £3.885m this will provide increased opportunities for investment and development across the district and mitigate future budget risk. This position has also been supported by achieving tax collection rates above the national average.

Our financial strategy is reliant on significant capital investment some of which is supported by borrowing. The Capital Investment Strategy and Treasury Management Strategy are both aligned with the latest guidance and regulation from CIPFA and MHCLG. The Council has invested £4.955m in capital projects during the year. In relation to Treasury Management, the amount of external borrowing is £20m and the Council holds £16.872m in investments. Our borrowing costs are fully supported by the income generated from the schemes being implemented and at this time reduce the charge to Council Tax payers.

In terms of future financial risks, the recovery from Covid-19 will take time, as delayed projects need to progress and consumer confidence levels improve. There is future financial uncertainty around our funding levels. To our benefit, the Government once again delayed the implementation of changes to local government funding; The Fairer Funding Review which seeks to revise the distribution of funds within local government. In addition the review of the Business Rates Retention Scheme and the change of the Business Rates Baseline. It is uncertain how this will impact the Council however with increasing demands on Adult and Social Care it is anticipated that District Council's will see a reduction in our future funding levels. We have been prudent in our Medium Term Financial Plan in forecasting future budget requirements with this in mind. We will continue to engage fully with consultations and will continue to seek to influence the outcome in the best interests of West Lindsey residents.



Marshall's Yard, Gainsborough

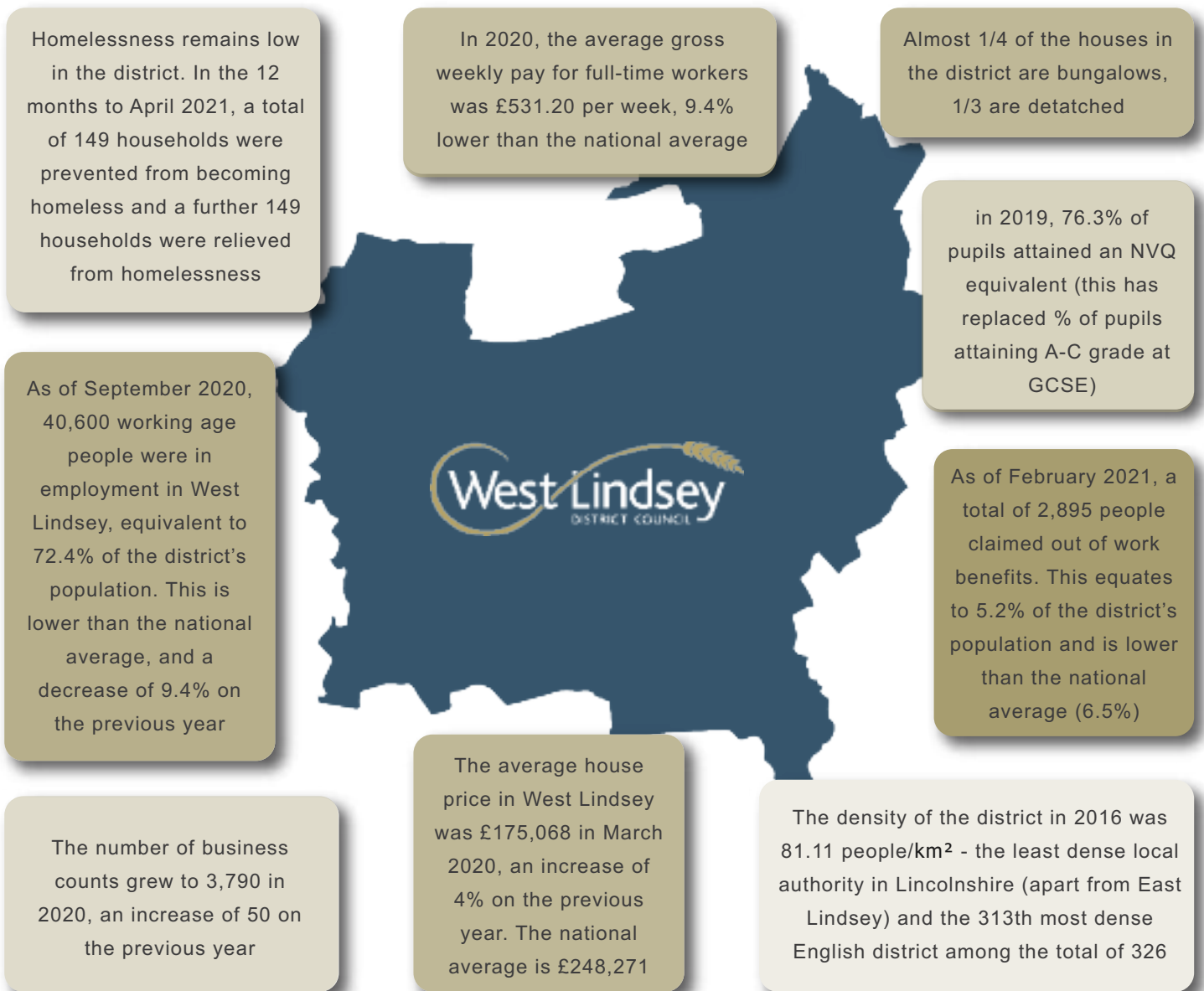
ORGANISATIONAL OVERVIEW AND EXTERNAL ENVIRONMENT

1. THE DISTRICT OF WEST LINDSEY

The District covers 1,156km² (447 square miles), with the administrative centre in Gainsborough on the River Trent to the west, and the market towns of Caistor and Market Rasen to the east.

The topography of the District varies from the low Trent Valley to the west to the rolling hills in the Lincolnshire Wolds Area of Outstanding Natural Beauty in the east. There were 20 wards in the district made up of 97 parishes, of which 72 have Parish Councils and 19 smaller ones who have parish meetings. One of the main features of the district is that the population is spread across a large area. The mid-year estimates for 2017 give the district a population of 94,300 at a density of 81.11 people/km².

The information provided below is based on the latest available. The full State of the District report can be found at www.west-lindsey.gov.uk/my-business/growth-and-regeneration/stateofthedistrict



*Calculations are based on the 2011 census

2. WEST LINDSEY DISTRICT COUNCIL

West Lindsey District Council has a vision;

West Lindsey is a great place to be, where people, businesses and communities can thrive and reach their potential

To achieve this vision Our Corporate Plan Priorities for 2020/21 are;

Our People

Health & Wellbeing

to reduce health inequalities and promote wellbeing across the District through the promotion of healthy lifestyles

Vulnerable Groups & Communities

to create strong and self-reliant communities and promote positive life choices for disadvantaged residents

Education & Skills

to facilitate the creation of a highly educated and skilled workforce, that meets the present and future needs of the local and wider economy

Our Place

Economy

to ensure that economic regeneration in West Lindsey is sustainable and benefits all of our communities

Housing Growth

to facilitate quality, choice and diversity in the housing market, assist in meeting housing need and demand and deliver high quality housing related services to support growth

Public Safety & Environment

to create a safer, cleaner District in which to live, work and socialise

Our Council

Finances

to remain financially sustainable

Customer

to put the customer at the centre of everything we do

Staff & Members

to maintain our position as a well-managed and well-governed Council

The Corporate Plan can be found at www.west-lindsey.gov.uk

OUR SERVICES

Our services have been reported to management and Committees in the following clusters during 2020/21;

- Our People – Front facing customer services – i.e. Benefits, Council Tax, Operational Services, Homelessness and Housing, Licensing, Customer Services, Food Safety
- Our Place - Area based services, i.e. Development Management, Economic Development, Car Parking, Asset Management, Leisure
- Our Council - Corporate services, i.e. Finance, Human Resources, Committee Administration, ICT, Business Improvement, Elections, Corporate Fraud

Each theme also sets out its strategic aims and the desired outcomes to be achieved for each area of focus.

OUR COMPANIES

The Council holds share equity in the following companies;

WLDC Trading Ltd, Surestaff (Lincs) Ltd, WLDC Staffing Services Ltd, a group of companies created to enable trading commercially. The companies supply agency workers to both West Lindsey District Council (WLDC) and local businesses, supporting the creation of local jobs for local people.

Market Street Renewal Ltd – a joint venture company with Dransfield Properties Ltd, each holding 50% share equity. The company aims to act as a delivery vehicle capable of attracting investment to Gainsborough that might not otherwise have been available to the Council alone. The purpose of the company is to support regeneration of the Town Centre through the redevelopment of properties.

Further information can be found at Note 29.

OUR CULTURE

Our vision is complemented by a set of values that cut across the whole organisation. We make our values real by demonstrating them in how we behave every day. Our values are central to achieving our behaviours which underpin effective performance in the workplace. Our values are;

OUR VALUES

Customer First – to put the customer at the centre of everything we do

One Council – to act as one council, working together to achieve our aims and deliver excellent Council services.

Business Smart – in getting things done to the highest standard

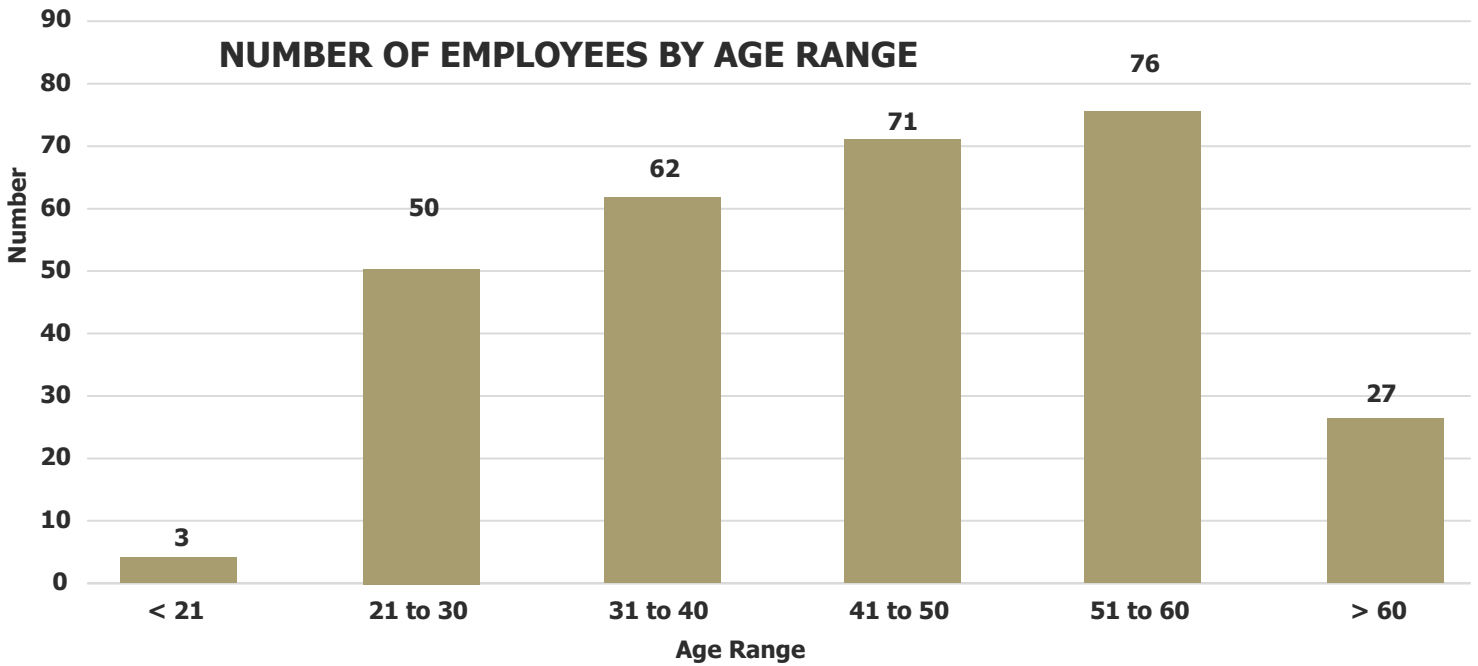
Communicating Effectively – simply, clearly and concisely ensuring message is understood

Integrity in Everything we do – accountable for our decisions and actions, open, fair, honest and trustworthy

OUR RESOURCES

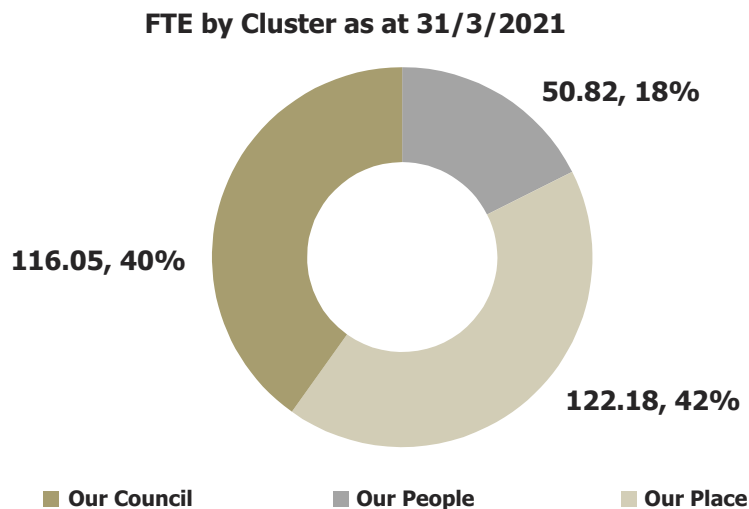
The Council is conscious of the demographic of its employees and is keen to ensure business continuity by establishing a workforce development and training plan that will explore and support the organisational need for succession planning.

Staffing numbers as at 31 March 2021 totalled 289 (245 permanent and 44 casuals) and are analysed by age and gender below;



Gender	Total	Percentage
Male	127	44%
Female	162	56%

Full time equivalents engaged in cluster areas are as detailed below;

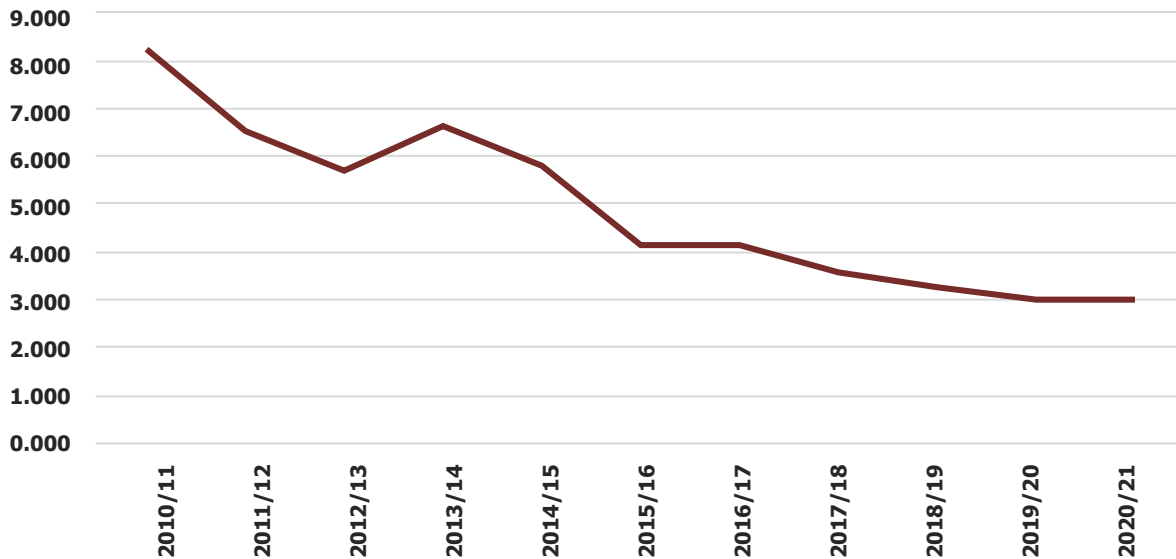


OUR FUNDING

West Lindsey District Council Settlement Funding Government Grant

Since the commencement of government funding cuts in 2010/11 the Council has effectively managed a reduction of £4.8m in Settlement Funding. This has been achieved through sound financial management and financial strategy initiatives to reduce expenditure and increase income streams.

Settlement Funding



OUR EXTERNAL ECONOMIC OUTLOOK

The decision to leave the European Union (EU) was made in 2016/17 and the UK left the EU on 31 January 2020. The transition period ended on 31 December 2020. There are no direct implications for the Council, however some of our supply chains have been affected resulting in a higher cost.

A further challenge to the economy is the impact of Covid-19, declared by the World Health Organisation as a Global Pandemic on 11 March 2020. On the 23 March 2020 the UK was placed in lockdown, businesses in the retail, hospitality and leisure industries were instructed to close and people asked Stay Home, Protect the NHS and Save Lives. The Council has supported the Governments response to Covid-19 throughout the year, with a number of lockdown periods, the tier system, distribution of funding initiatives to support communities, local businesses and vulnerable residents, which commenced in April 2020. There is likely to be unprecedented level of job losses and the likelihood of a recession to follow. The Government’s roadmap to recovery is very much reliant on the vaccination role out and ongoing testing.

For some time the Government has been consulting on a number of proposals as part of the reform of local government funding, including a Fairer Funding Methodology (distribution of funding within the Sector), Business Rates Retention of 75% (currently 50%) and a Business Rates Rest (resting the baseline back to 2013/14 levels). This has once again been deferred and proposed to be implemented in 2022/23, mainly due to the Covid-19 response taking precedent of all government activity.

We will continue to lobby for additional funding and try to influence the outcome of proposals for the benefit of West Lindsey and its residents through responses to consultations and through our networks; Local

Government Association (LGA), Rural Services Network (RSN), District Council Network (DCN) . West Lindsey District Council are a key partner in the public, private, third sector partnership established by the Greater Lincolnshire LEP to deliver a Local Industrial Strategy for our region.

The aim of the Industrial Strategy is to boost productivity by backing businesses to create jobs and increase the earning power of people throughout the UK with investment in skills, industries and infrastructure.

The emerging priorities for the Greater Lincolnshire Local Industrial Strategy are set out below, and based on robust evidence, form the basis of a compelling case to Government and the private sector for investment in our area.

- A rural innovation test bed for energy and water
- An adaptive ports and logistics industry driving greater connectivity
- Future proofing the agri food sector
- Supporting people to live well for longer in rural areas
- A high quality, inclusive visitor economy

Importantly for West Lindsey District Council, the Local Industrial Strategy will help to guide the strategic use of local funding streams and act as a gateway to future local growth funding deployed through the LEP. To this effect we have worked hard to ensure that issues of strategic economic importance to our district, as set out in the Corporate Plan, are well represented in early drafts of the Local Industrial Strategy.

The Council have a number of key projects in delivery, and will continue to submit grant funding bids as opportunities arise, allowing a blend of funding mechanisms to leverage maximum possible internal and external investment in order to achieve our priorities.



3. HOW THE COUNCIL IS GOVERNED

Political Structure

West Lindsey District Council has 20 wards within its area represented by 36 elected Members (Councillors) who sit on the Council.

Councillors can combine into political groups. The make up of the groups on the council is currently: West Lindsey Administration Group 20 (16 Conservative, 2 Gainsborough Independents, 2 Independents), Liberal Democrat 12, Lincolnshire Independent 2, Independent 1, and one vacancy.

The current appointments are:

Leader of the Council - Cllr Owen Bierley
Deputy Leader of the Council - Cllr Anne Welburn
Chairman of the Council - Cllr Steve England
Vice Chairman of the Council - Cllr Angela Lawrence

The Council is managed by the Chief Executive;

Further information of our Senior Officers are contained in Note 26.

The Councils Constitution sets out the governance arrangements of the Council. The rules, procedures and guidance should provide assurance to our citizens that decisions made in their name have been taken correctly. The Constitution can be found on our website; <https://democracy.west-lindsey.gov.uk/ieListMeetings.aspx?CID=277&info=1&MD=Constitution&bcr=1>

The Annual Governance Statement 2020/21 (included with this publication) provides details of the annual review of the effectiveness of its governance framework including the system of internal control. There are a number of significant governance issues which have been addressed during 2020/21 including;

- Implementation of a new Senior Management structure
- Development of an Environmental and Climate Change Strategy
- Addressed issues from the effectiveness of Governance and Audit Committee Survey
- Post-pandemic recovery response and Plans

The Annual Audit Opinion 2019/20, provided by our independent Internal Auditors, Assurance Lincolnshire, has assessed the organisation is Performing Well in all areas of Governance, Risk, Internal Control and Financial Controls.

A number of issues have been highlighted which will be the focus for 2021/22, these are;

1. Living with Covid-19 roadmap
2. Complete review of corporate procurement procedures
3. Ensure compliance to meet the standards of the Financial Management Code
4. Produce a Cultural Strategy*
5. Clarify what 'social regeneration' means to the Council, what it will deliver and how to resource it*

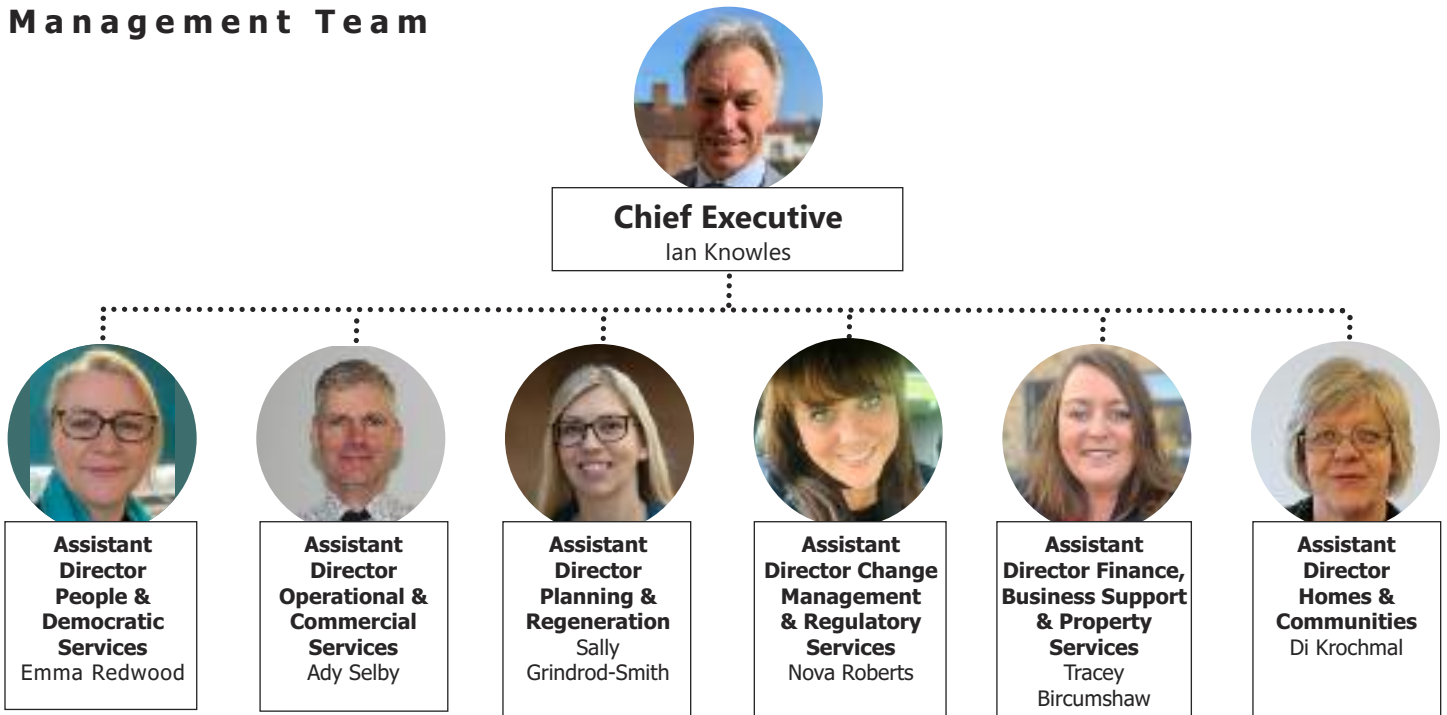
* Emanating from the Peer review action plan.

4. HOW WE OPERATE

The Council operates to achieve our objectives through utilising our resources (inputs) to achieve value for money (effective, efficient and economical outputs).

The Management Team under the leadership of the Chief Executive, Ian Knowles are responsible for the management of the organisation, delivery of initiatives and projects contained within the Executive Business Plan, which will support delivery of the Corporate Plan.

Management Team



The Council's key services include;

Operational and Commercial Services – keeping communities clean and healthy whilst ensuring a commercial approach is undertaken in the delivery of our services.

Planning and Regeneration – keeping our communities sustainable, encouraging housing regeneration and economic growth in support of job creation.

Change Management and Regulatory Services – Keeping our organisation efficient, and keeping our people safe through enforcement and inspection activities. Collecting taxes and debts and administering housing benefits

People and Democratic Services – Managing our valued employees through their engagement, development and utilisation within the organisation in line with our culture, and ensuring our governance arrangements are sound.

Homes and Communities – prevention, tackling inequalities and enabling independent living, ensuring we supporting the health and well-being of our residents and providing housing and support to the vulnerable

Finance, Business Support and Property Services – maintaining a high standard of financial management, balancing the annual budget, ensuring financial stability and seeking best value from our Property Assets.

Our resources include employees, money, partners, contractors, assets etc. which are used to their best effect to deliver the desired outcomes.

5. PERFORMANCE

The Council has established a portfolio of programmes to deliver the Corporate Plan 2019– 2023 The Financial Strategy 2020/21 has been developed to ensure the Council has adequate resources to deliver both services and the Corporate Plan objectives whilst aiming to achieve future financial sustainability and non-reliance on government grant. This will be achieved through activities to maximise income generation, improve efficiency and customer services and develop the economy of the District increasing taxation growth.

Southern Urban Extension Gainsborough

Work started on site in 2020/21 with Keepmoat as the developer for Phase 1. This scheme has been made possible following a grant of £2.12m of funding from the Housing Infrastructure Fund, 245 homes are expected to be delivered by 2022. Planning consent has been granted for 2,500 homes in total.



Northern Urban Extension Gainsborough

Planning has been given for the development of approx. 750 new homes with supporting local facilities.



Bowling Green Road

Construction commenced to build 135, primarily affordable homes and a riverside walkway, a development of £19m by ACIS, with £2.2m of funding from the Greater Lincolnshire Local Enterprise Partnership and in partnership with WLDC who are contributing £428k of S106 funds (developer contributions)



Market Rasen Leisure Centre

A £6.7m investment in a new dry-side leisure centre opened in July 2020. Facilities include an all-weather full size football pitch, indoor sports hall, gymnasium and dance / multi use room.



Made in Gainsborough Project

A further co-investment of around £60k from WLDC has increased the Welding and Machining capacity at Gainsborough College and sees the completion of Phase 2 of the project. As a result a further 20 learners have started their Apprenticeship with a number of local employers. Meanwhile the Year 1 learners are now progressing onto Level 3 qualifications.



Implementation of Technology

The implementation of a Customer Relationship Management system and the OneCouncil Finance and Performance system implementation began early in 2021. This is a significant investment in technology, which will improve customer experience, enhance reporting and analytics as well as deliver efficiencies from automation of processes.



Operational Depot

Construction of a new depot commenced at Caenby Corner and is due for completion in June 2021, this facility will replace the current 2 depots which are no longer fit for purpose. The site has capacity to allow for both future growth in service demand as well as anticipated changes in waste policies.



Financial Performance 2020/21

The Council is funded from taxation (Council Tax and Business Rates) and government grants the table below illustrates Government funding during this period and our future estimates as detailed within the Medium Term Financial Plan 2020/21-2024/25.

	Actual 2020/21 £'000	Budget 2021/22 £'000	Forecast Budget 2022/23 £'000	Forecast Budget 2023/24 £'000	Forecast Budget 2024/25 £'000	Forecast Budget 2025/26 £'000
FUNDED BY:						
Business Rate Retention Scheme*	7,503	4,653	3,118	3,180	3,241	3,290
Council Tax	6,529	6,710	6,947	7,209	7,481	7,763
Collection Fund Surplus - Council Tax	215	168	100	100	100	100
New Homes Bonus**	736	719	83	0	0	0
Other Government Grants	1,539	831	622	624	625	626
COVID Grants	3,465	675	0	0	0	0
Grand Total	19,987	13,756	10,870	11,113	11,447	11,779

* The Business Rates Retention Scheme has significantly been affected by the awards of reliefs to businesses due to Covid, which has subsequently impacted values reflected in 2020/21 and budget 2021/22. These amounts have been adjusted to reflect the overall revenue impact after utilisation of funding specifically earmarked to smooth the impact. The Council has been fully compensated for this impact, however has only been awarded 75% of taxation losses attributed to Covid-19 (£0.199m)

** The New Homes Bonus Scheme has ended and a replacement scheme is currently being developed.

The Council sets its Council Tax annually and for 2020/21 the equivalent Band D rate was £217.74 (£213.47 2019/20) generating £6.529m (£6.304m 2019/20) – this excludes income from Parish Precepts. Business Rates income totalled £4.439m after taking account of the in year deficit, which will be recoverable in a future year. Further information is provided in the Notes to the Collection Fund.

In addition to these sources of funding, we receive income from fees and charges for services which generates income of £5.370m (£5.217m 2019/20), interest and investment income totals £2.642m (£2.634m 2019/20) and other Grants, including Housing Benefit grants totals £30.717m (£19.848m 2019/20)

Revenue

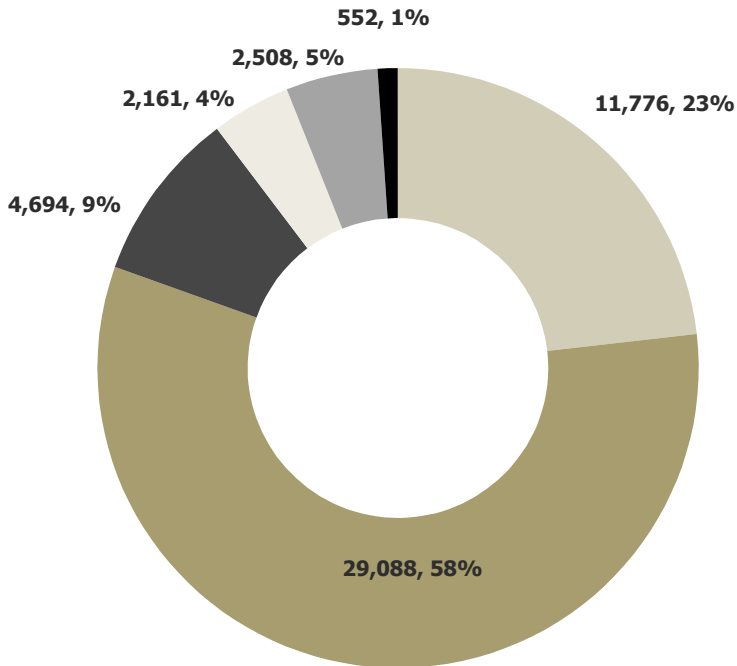
The Council approved a revenue budget, including Council Tax charges, for 2020/21 of £14.357m (£14.783m 2019/20). There was no requirement to utilise the General Fund Balance to provide a balanced budget. The budget was revised in November 2020/21 to £20.525m to reflect the significant impact covid-19 was having on both our income and expenditure. The actual out-turn has realised a surplus of £2.783m, £1.414m of which relates to one-off budget provision for the delivery of projects which span financial years and will therefore be carried forward. This leaves a remaining surplus balance of £1.369m (7% of the Revised Revenue Budget) which has been transferred to the General Fund Working Balance and which now stands at £7.338m. The total amount of General Fund Reserves is £26.546m (£20.020m 2019/20)

The following table reports the revenue actuals against a revised budget for 2020/21 as reported to Corporate Policy and Resources Committee and based on controllable costs/income. This is before any adjustments required by accounting standards that are subsequently reversed under statute, which are included in the Comprehensive Income and Expenditure Account. Note 11 provides details of the accounting adjustments;

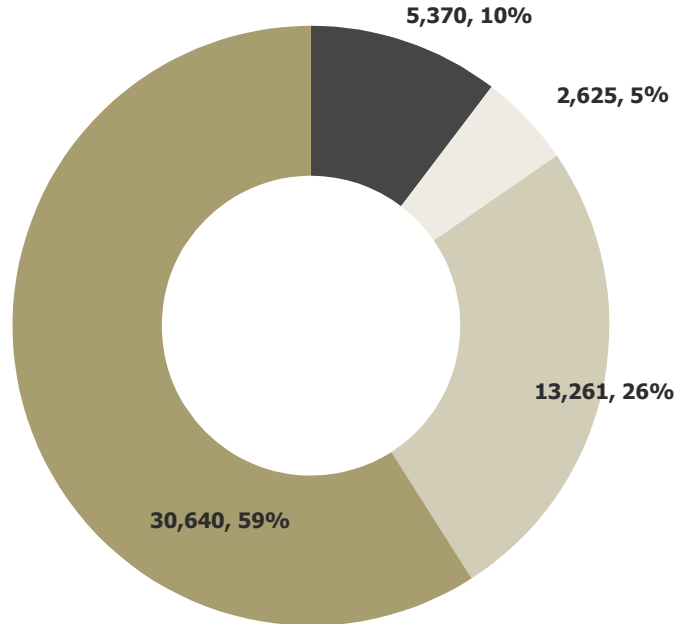
SERVICE CLUSTER	2020/2021				
	Original Budget	Revised Budget	Actual Outturn	Accounting Adjustments	CIES
	£'000	£'000	£'000	£'000	£'000
Our People	1,513	2,197	1,479	2,241	3,900
Our Place	3,870	4,503	3,862	2,525	6,387
Our Council	5,852	6,117	5,101	640	5,741
Controllable Total	11,235	12,817	10,442	5,586	16,028
Corporate Accounting	1,613	1,501	1,183	1,396	2,579
Statutory Accounting	5,737	5,737	1,576	(1,576)	
Movement in Reserves	(4,228)	470	2,187	(2,187)	
Net Revenue Expenditure	14,357	20,525	15,388	3,219	18,607
Funding Total	(14,357)	(20,525)	(18,171)	(1,647)	(19,818)
NET SUBSIDY FROM / (CONTRIBUTION) TO RESERVES FOR THE YEAR	0	0	(2,783)	1,572	(1,211)
Approved Carry Forwards			1,413		
Net Contribution (To) / From Reserves			(1,370)		

Income and expenditure analysed by their nature (see Note 9) and is shown in the graphs below;

Gross Expenditure 2020/21
£'000



Gross Income 2020/21



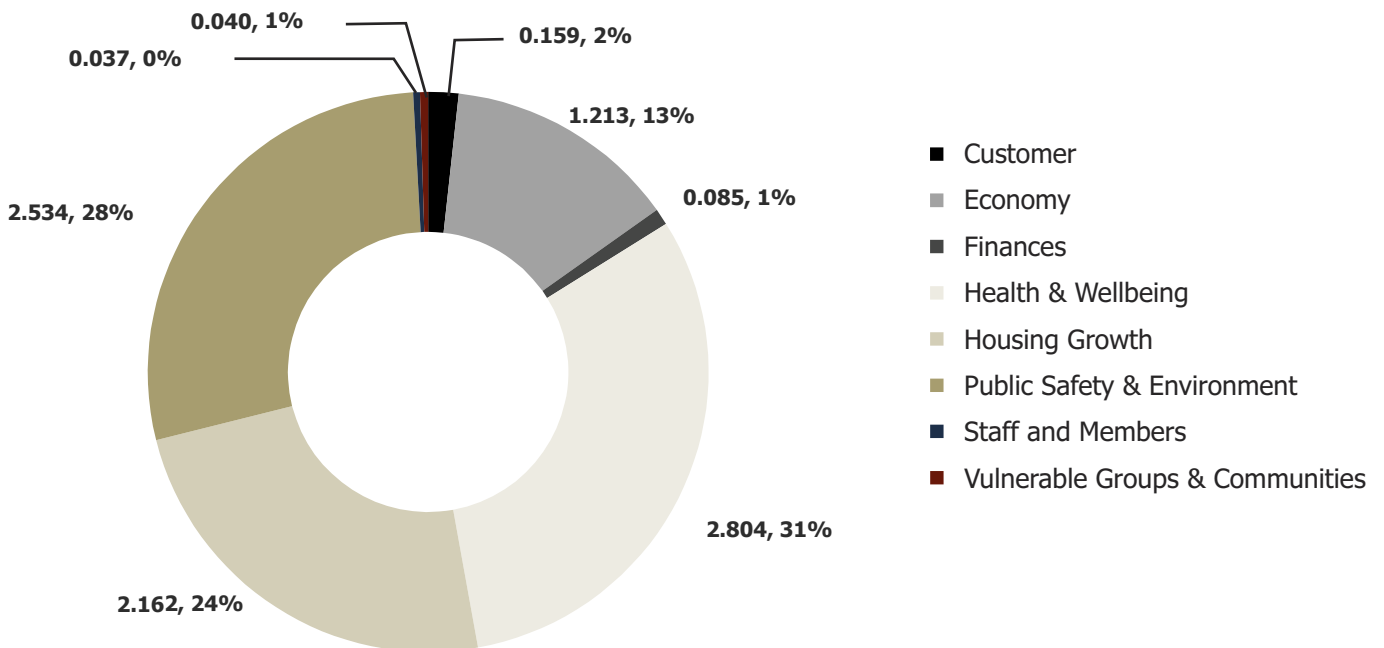
- Employee benefits expenses
- Other services expenses
- Depreciation, amortisation, impairment
- Interest payments
- Precepts and levies
- Disposal of assets

- Fees, charges and other service income
- Interest & investment income
- Income from Council Tax, Non-Domestic Rates, district rate income
- Government grants & contributions

Capital Investment

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 regeneration and growth projects. 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 £9.034m (£18.029m in 2019/20) during the year. The Corporate Policy & Resources Committee monitors the capital budget on a quarterly basis as part of its performance monitoring processes. The following chart shows the capital investment for 2020/21 into each of the Corporate Plan key theme areas.

Capital Investment in New Key Priorities 2020/21
£'000



Commercial Property Portfolio

Against a reducing grant, increasing costs the Council approved investment of up to £30m investment in Commercial Investment Properties, funded from prudential borrowing. There have been no further acquisitions during the year. Having now invested over £21.67m in 7 properties, and achieving a gross yield of 6.53%, generating a net contribution to funding of our services of £0.721m p.a.

Investments Properties are held on the Balance Sheet at their fair value of £20.978m (£20.949m 2019/20). Further information is included in Note 16.

6. SERVICE PERFORMANCE

CORPORATE HEATH PERFORMANCE			
	Actual 2020/21	Target 2020/21	Actual 2019/20
Perspective: Customer			
Volume of received complaints	146	174	187
Volume of received compliments	595	213	675
Employee satisfaction	93%	75%	94%
Perspective: Financial			
Position against budget	4%	5%	6%
Cost of Waste Collection per household	£28.28	£29.00	£28.15
Perspective: Process			
Percentage of service requests received through digital channels	38%	35%	39%
Licencing Applications	960	720	982
Perspective: Quality			
Service and system availability	100%	98.00%	100%
Percentage of calls answered within 21 seconds	83%	80.00%	82%
Staff absenteeism	0.6 days	0.6 days	0.57 days

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

Staffing Trends

The Council continues to 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 utilises full time or part time temporary/fixed term contract staff who provide additional resource for specific projects or service delivery.

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 an ambitious Central Government target reduction of 100% by 2050.

7. RISKS AND OPPORTUNITIES

The Council manages all risks via a formal Approved Code of Practice. As part of the process, comprehensive strategic and service risk registers are 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, benchmarking and future demand estimations.

Business Cases for projects within wider Programmes of work, also identify risks and mitigations, these are monitored through a robust process of reporting.

Key Strategic Risks

Our People

Inability to raise local education attainment
Inadequate support is provided for vulnerable groups and communities
Health and Wellbeing of the Districts's residents do not improve

Our Place

Insufficient action taken to create a safer, cleaner District in which to live, work and socialise
Local Housing Market and the Council's housing related services cannot meet demand
The Local Economy does not grow sufficiently

Our Council

Inability to set a sustainable budget
The quality of services do not meet customer expectations
Inability for the Councils governance to support quality decision making

Key Future Risks

- The future funding of Local Government
- Covid-19 - The ongoing risks of impact on resources, project delivery, our businesses and communities from the response and recovery from Covid-19.

Further information on risk governance is contained in the Annual Governance Statement
Covid-19 Pandemic

The outbreak of the Novel Coronavirus (Covid-19), declared by the World Health Organisation as a Global Pandemic on 11 March 2020 and subsequent measures put in place by the UK Central Government to stay at home, protect the NHS and save lives has had a significant impact on our communities, businesses, residents and our staff.

In response, the Government, Local Council's and other public services have worked collectively in response and have introduced a number of measures to support the vulnerable, businesses and employees. At WLDC our response plan has included the following actions;

- Working from home where possible
- Safety measures introduced in buildings and vehicles
- Redeployment of staff to areas of need
- Closure to the public of customer hub
- New Initiatives to support the vulnerable in the community ie Community Hub
- Administering and distributing Government Business Support Grants
- Supporting businesses
- Suspending car park charges
- Closing public conveniences, theatre, leisure centre
- Supporting tenants
- Partnership working with other Public Services, Local Authorities and volunteers
- Assessed our supply chain and key supplier risks, no gaps identified
- Managing recovery of the high street and being a presence to support patrons
- Co-ordinating testing sites within the District

Our own income and expenditure were significantly impacted during the year, much of which has been funded by the Government, however we have incurred a net shortfall of £0.311m. Details are provided in the table below;

Full Year 2020/21 Financial Summary	£'000
Total Covid-19 pressure to date	1,825
LA Covid support Grant	(1,496)
Unallocated LA Covid Support to Earmarked reserves	434
Additional grant for loss of income	(452)
Net unfunded Covid-19 Shortfall	311


Our Covid-19 response and recovery activity and achievements over the past year are illustrated below;

Coronavirus



How has the council supported our communities over the last year?

We have processed over **66,500** payments via our website and over the phone



Our Councillor Initiative Fund has awarded **76** grants totalling **£24,773**

36 community groups have been supported by the covid-19 community grant scheme totalling **£96,269**



8 community defibrillators were installed providing reassurance to rural communities in Grayingham, Market Rasen, Nettleham, Glentworth and North Carlton



15 community match funding grants have been awarded totalling **£67,396**

A total of **160** households were prevented from becoming homeless in the last 12 months

Our grants team has paid out **6,357** business grants totalling over **£25.9m**

Customer services have dealt with over **150,000** phone enquiries between April 2020 and April 2021



Our Waste teams have collected **33,949 tonnes** of waste between April 2020 and April 2021



2,729 Building Control inspections have been undertaken in the last 12 months, with the vast majority taking place in person in line with COVID-19 guidelines.

There have been a total of **4,721** confirmed COVID cases in the district

We have paid **£124,000** in Council Tax Discretionary Hardship payments, assisting 207 council taxpayers.

24 customers have benefitted from Winter Payment grants totalling **£12,000** and additional LCC grant payments have totalled **£59,850** to 133 customers.



We have cleared **2,894** reported instances of fly-tipping since March 2020 **+comparison**

Working with the NHS we have set up **3** Covid testing sites

We have paid out **£66,000** in test and trace payments assisting 132 customers with a £500 grant.

We have responded to **875** reports and complaints about Covid related issues

Financial Impacts of Covid-19

Ongoing Financial Impacts

The Council continues to undertake activities to support our residents, businesses and staff in the response and recovery from Covid-19 and we have experienced significant reductions in our income, which will take time to recover to the pre-covid levels. The Government have committed to provide grant funding support to Local Authorities, on a similar basis as 2020/21 but only upto the end of June 2021. It was therefore prudent for us to set aside £0.500m to mitigate any further financial impacts beyond that period within the 2021/22 Budget.

The Council continues to lobby for financial support from government through various associations and networks with other Lincolnshire Districts.

We are expecting ongoing reductions in Business Rate and Council Tax income as businesses and home owners/renters may continue to be under significant financial pressure. It has been estimated that ongoing risks to business rates income could be between £0.200m and £0.800m. and our Business Rates Volatility Reserve will be utilised to fund this impact.

We are also seeing an increase in costs associated with capital schemes as prices for supplies increase, resulting in ongoing increased borrowing costs. Some projects were put on hold and all projects and capital schemes continue to be reviewed for any financial and resourcing impacts.

Government initiatives

The Government have issued grants over the year to support Local Authorities for expenditure pressures and income losses due to the impact of Covid. Businesses and those affected by the Covid-19 outbreak and required to self isolate, provided funding for specific sectors such as leisure and culture in addition to providing grant funding to support local authorities in administering these funds. The overall amount of grant income and expenditure against these grants, and attributable to Covid-19 are detailed in the table below;

Grant Schemes	Grant Income £,000	Grant Expended £,000
Business Grants	-29,041	26,038
Test And Trace	-203	66
Other	-3,056	1,006
New Burdens	-244	48
Local Authority Support	-1,496	1,062
Sales Fees and Charges	-452	452
	-34,491	28,672

Financial Recovery

We are managing and monitoring both our cash flows, the financial impact of covid on income and expenditure and other pressures and savings, which will be reported on a quarterly basis. A Revised Budget for 2020/21 was approved in October 2020, the General Fund Working Balance remains above its minimum level of £2.5m, standing at £7.338m as at 31 March 2021 and after taking account of carry forwards and 2021/22 Budget approvals, has a balance of £3.885m, this is in addition to the £0.500m set aside to finance any future Covid financial risks.

8.

FUTURE OUTLOOK

Our Corporate Plan 2019 - 2023 sets out the current strategic objectives of the Council. It reflects the opportunities and challenges facing the district and what our residents have told us is important to them. We also express our desired outcome, which will provide our officers with clear direction. It is our aim to ensure that attention is paid to all of our communities, residents and businesses; lives are improved and our district prospers.

The following vision has been adopted by the Council:

“West Lindsey is a great place to be where people, businesses and communities can thrive and reach their potential”

In order to deliver against this vision, the Council will focus on three themes as illustrated below:



The Executive Business Plan 2021/22 which is contained within the Budget Book, available on our website at <https://www.west-lindsey.gov.uk/my-council/contacts-facts-and-figures/council-spending/budget-book/details> the key deliverables for the next 3 years which will contribute to the achievement of the Corporate Plan objectives.

Future Financial Resilience

The Government have been undertaking both a Fairer Funding Review and a review of the Business Rates retention scheme both of which were due to be implemented in 2020/21 but have been delayed due to priorities around Brexit and subsequently Covid-19. The Medium Term Financial Analysis assumes that there will be a significant impact on our funding levels, resulting in an annual estimated funding gap of £0.857 from 2022/23 onwards. The Council has earmarked £1m to reserves to ensure a balanced budget can be achieved if the impact is as prudently estimated, whilst allowing time for the Executive Business Plan deliverables to be achieved in supporting budget reductions.

There has been much publicity around the resilience of Local Government and increasingly so as Councils try to manage the impact of Covid-19 and future funding risk. Our financial resilience indicators are detailed below;

RESILIENCE INDICATORS	2021/22	2025/26
Useable Reserves as % of Net Revenue Budget	132.65%	107.79%
Council Tax as a % of Net Revenue Budget	50.54%	51.57%
Business Rates as a % of Net Revenue Budget	14.98%	21.86%
Exposure of Customer and Client Receipts as % of Net Revenue Budget	39.89%	33.41%
Borrowing as a % of Fixed Assets	62.68%	56.01%
Investments as a % of Useable Reserves	56.95%	66.70%
Commercial Property Income as % of Net Revenue Budget	11.09%	10.72%

The indicators suggest that we are in a good position in relation to the ability to manage financial risk and future sustainability.

Our useable reserves exceeds our net revenue expenditure and therefore adequate to fund over 2 years worth of net expenditure should the need arise.

In addition Risk contingency reserves total some £6.086m and by keeping our General Fund Working Balance at a minimum of £2.5m (currently £7.338m) supports our view that we are well placed to deal with any in year financial risks and the balancing of the budget in future years if necessary.

Whilst taxation is likely to be our main funding stream of the future the Council Tax base is forecast to increase at around 0.75% per annum and the impact of the new Business Rates Retention scheme is currently assumed to result in less income from 2022/23, this has been delayed from 2020/21. The impacts of Covid-19 will also adversely affect taxation income in the medium term. As detailed within the Executive Business Plan there are a number of activities being undertaken which will drive growth in these income streams.

Our projected borrowing level is around 70% of our asset values at 31 March 2021, should we consider selling at some point in the future, the costs of borrowing could be met, albeit would result in loss of ongoing revenue from these investments.

Whilst cash investments are likely to diminish as earmarked reserves are utilised for capital investment projects, this will be managed through the Treasury Management function along with the levels of internal borrowing. This will be informed by cash flow need and prevailing/forecast market rates.

Future capital expenditure plans

The Council has approved the following capital programme totalling £20.706m funding plans for the period 1 April 2021 to 31 March 2026.

Service Cluster	Estimate 2021/22 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000	Estimate 2025/26 £'000	Total Capital Programme £'000
Our People	2,456	0,595	0,595	0,595	0,595	4,836
Our Place	6,245	3,668	0,302	0,608	0,412	11,235
Our Council	0,695	0,375	0,200	0,265	0,100	1,635
Investment	0	3,000	0	0	0	3,000
Grand Total	9,396	7,638	1,097	1,468	1,107	20,706

Capital Financing	Estimate 2021/22 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000	Estimate 2025/26 £'000	Total Capital Investment £'000
Grants & Contributions etc	2,860	1,675	745	788	595	6,663
Revenue/Earmarked Reserves	4,251	1,203	342	680	512	6,988
Useable Capital Receipts	542	3,176	10	0	0	3,728
Prudential Borrowing	1,743	1,584	0	0	0	3,327
Total Capital Programme Funding	9,396	7,638	1,097	1,468	1,107	20,706

For information regarding our plans for 2021/22, please refer to our Executive Business Plan and Medium Term Financial Plan 2021/22 – 2025/26 contained in the Budget Book which can be found on our website at www.west-lindsey.gov.uk/my-council/contacts-facts-and-figures/council-spending/budget-book/

THE FINANCIAL STATEMENTS

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

Comprehensive Income and Expenditure Statement (CIES)

Consolidates the total gains and losses experienced during the year and the total income and expenditure. The total surplus on the Provision of Services was £1.211m (deficit £8.007m 2019/20) reflecting in the main an additional £6m mainly relating to government grant funding for Covid-19. The overall total of the Comprehensive Income and Expenditure Statement reflecting a deficit of £8.561m (£1.158m 2019/20), reflecting the significant change in the pensions revaluation.

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 £30.080m (£24.021m 2019/20).

Balance Sheet

The Balance Sheet shows the Council's financial position at 31 March 2021. Showing assets and liabilities in the top part and below the Council's reserves that match them. Our Net Liability is £2.703m (£5.858m Net Asset 2019/20), 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 £34.871m, an decrease of £0.68m from £35.489m in 2019/20. Further details are contained within Note 15 to the Statement of Accounts.

Liabilities

A major liabilities included within long term liabilities relates the deficit on the pension fund which amounts to £48.605m (£37.795m 2019/20) an increase of £10.810m, this can be attributed to changes to actuarial financial assumptions. In 2019/20 additional borrowing of £5.5m of Public Works Loans Board borrowing has been undertaken, along with £3.5m short term other Local Authority Borrowing. Total borrowing is now £20m. Further information on the pension's position is contained within Note 32 to the Statement of Accounts.

Balance Sheet

The Balance Sheet reflects total Net Assets/(Liabilities) for 2020/21 of (£2.703m) meaning that liabilities exceed assets as at 31 March 2021 - (Net Asset of £5.858m 2019/20).

Significant movements on the balance sheet relate to;

- Capital assets investment of £3.947m, relating mainly to assets under construction, net reductions in the value of assets of £2.970m and disposals/derecognitions of £1.615m result in a movement of £0.618m in Property, Plant and Equipment, with overall Long Term Assets totalling £60.411m (£60.756m 2019/20). Further information can be found at Note 15.
- Total Current Assets have increased by £9.391m reflecting the increase in short term Debtors of £4.232m relating to amounts due from preceptors for business rates. In addition there has been an increase in Cash and Cash equivalents of £5.173m reflecting the increased liquid Money Market

investments held which is offset by the increase in short term Creditors as amounts due to be paid to Businesses or if unspent, to be repaid to Government.

- The net Pension Liability has increased by £10.810m to £48.605m whilst the scheme Assets have increased in value by £10.737m (real estate, investment funds and unit trusts), the scheme liabilities, which reflects the actuary's estimates of pensions payable in future years, based on a number of assumptions which has resulted in an increase of £20.879m. Further information can be found at Note 32.

The useable reserves of £20.080m (£24.021m 2019/20) held by the Authority include £19.208m of revenue earmarked reserves (£15.834m 2019/20) which will support the ongoing investment in achieving the Corporate Plan objectives through funding the capital programme, developing services and managing financial risks.

Debt and Investments

The Council holds treasury investments (principle only) of some £17.139m (£11.814m 2019/20), with the average daily investments for the year being £21.167m (£16.403m 2019/20). Interest from investment totalled £0.185m (£0.268m 2019/20) at a weighted average interest rate of 0.0896% (1.655% 2019/20) reflecting the reductions in interest rates over the financial year.

Borrowing remains at £20m (£20m 2019/20) with £16.5m being held with the PWLB and £3.5m held with Kettering Borough Council. The average interest rate of the portfolio is 1.96% and cost £0.391m during the year. (Note: the Balance Sheet amount includes accrued interest £0.077m.

In addition non treasury investments totalled £22.234m commercial properties and long term debtors (loans) (£21.927m 2019/20)

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 2021 the Council's net liability reported by the Actuary to the LGPS was £48.605m (£37.795m 2019/20), an increase of £10.810. This is mainly due to the decrease in actuarial financial assumptions.

At the last formal review in 2019 the Actuary assessed that the West Lindsey District Council Pension Scheme was 77% funded, payments are made annually to aim to achieve a fully funded scheme within 20 years. More details of the Defined Benefit Pension Fund valuation is set out in Note 32 to the Financial Statements.

Significant provisions, contingencies and material write-offs

The Council has recorded a contingent liability of circa £1.1m relating to a one off breach of the VAT Partial Exemption de minimis. We have submitted a case and will be appealing on their decision that £0.740m is repayable on the basis that this is one off exceptional capital expenditure (spanning 2 financial years), relating to the crematorium design and construction. No material write offs were recognised in 2020/21.
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 increased by £14.621m to £32.784m (£18.163m 2019/20)
Usable reserves have increased by £6.059m to £30.080m (£24.021m 2019/20)

The Council has adequate revenue balances to provide financial security and a safety mechanism for unforeseen events, with the General Fund Working Balance being 32% of Net Operating Expenditure for 2020/21, which compares to our strategy minimum of 10%. 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 £3.463m 2019/20 to £1.169m in 2020/21. In addition Capital Grants Unapplied Reserve increased to £2.367m (£0.538m 2019/20) due to grants received but yet to be expended.

- **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 £5.173m to £13.988m (£8.815m 2019/2020) due to the significant government grants received throughout the year to support Covid-19 initiatives.

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

The Expenditure and Funding Analysis shows how annual expenditure is used and funded from resources (government grants, council tax and business rates) by local authorities in comparison with those resources consumed or earned by authorities in accordance with generally accepted accounting practices. It also shows how this expenditure is allocated for decision making purposes between the Council's clusters.

- **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.

Tracey Bircumshaw
Chief Finance Officer (s151)

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 2020/21 (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 2020/21 presents a true and fair view of the financial position of West Lindsey District Council at 31 March 2021 and its income and expenditure for the year ended 31 March 2021.

Signed: Tracey Bircumshaw Date: 1 July 2021



Tracey Bircumshaw, Assistant Director,
Finance, Business Support and Property
Services (S151) West Lindsey District Council

APPROVAL OF THE ACCOUNTS

In accordance with the Accounts and Audit Regulations 2015, I certify that the Statement of Accounts was approved by the Governance and Audit Committee on 2021.

Signed: John McNeill Date:

John McNeill, Chairman of Governance and
Audit Committee West Lindsey District
Council

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, those created for statutory accounting purposes only. 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 usable reserves total £30,080m in 2020/21 (£24,021m in 2019/20). Further information can be found in Note 7,10 and Note 11. Unusable reserves total £32.784m in 2020/21 (£18.163m in 2019/20) as detailed in Note 24.

Movement in Reserves during 2020/21

	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 2020 carried forward	(20,020)	(3,463)	(538)	(24,021)	18,163	(5,858)
Total Comprehensive Income and Expenditure	(1,211)	0	0	(1,211)	9,772	8,561
Adjustment between accounting basis and funding basis under regulations (Note 10)	(5,313)	2,294	(1,830)	(4,849)	4,849	0
Net Adjustment	(1)	0	1	1	0	0
Net (Increase)/Decrease in 2020/21	(6,526)	2,294	(1,829)	(6,059)	14,621	8,561
Balance at 31 March 2021 carried forward	(26,546)	(1,169)	(2,367)	(30,080)	32,784	2,703

The General Fund balance of £26.546m includes earmarked reserves of £19.209m.

Movement in Reserves during 2019/20

	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 2019 carried forward	(19,682)	(3,362)	(587)	(23,631)	16,615	(7,016)
Total Comprehensive Income and Expenditure	8,007	0	0	8,007	(6,849)	1,158
Adjustment between accounting basis and funding basis under regulations (Note 11)	(8,347)	(101)	51	(8,397)	8,397	0
Net Adjustment	2	0	(2)	0	0	0
Net (Increase)/Decrease in 2019/20	(338)	(101)	49	(390)	1,548	1,158
Balance at 31 March 2020 carried forward	(20,020)	(3,463)	(538)	(24,021)	18,163	(5,858)

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 statutory requirements; this may be different from the accounting cost. The taxation position is shown both in the Expenditure and Funding Analysis (EFA)(Note 7) and the Movement in Reserves Statement (MIRS). There is a surplus on the Provision of Services totalling £1.211m (surplus of £8.007m in 2019/20).

2019/20 Restated				Notes	2020/21		
Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000			Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000
21,362	(19,257)	2,105	Our People		22,347	(18,447)	3,900
7,642	(2,472)	5,170	Our Place		11,234	(4,847)	6,387
11,680	(2,595)	9,085	Our Council		9,228	(3,487)	5,741
0	0	0	Covid19 Business Support Grants		2,750	(2,750)	0
40,684	(24,324)	16,360	Cost of Services		45,559	(29,531)	16,028
		5,182	Other Operating Expenditure	12			3,060
		29	Financing and Investment Income and Expenditure	13			(481)
		(13,564)	Taxation and Non Specific Grant income and Expenditure	14			(19,818)
		8,007	(Surplus) or Deficit on Provision of Services				(1,211)
			Items that will not be reclassified to the (Surplus) or Deficit on the Provision of Services				
		248	(Surplus) or Deficit on Revaluation of Property, Plant & Equipment Assets	15			189
		(7,097)	Remeasurements of the net defined benefit liability/(asset)	24			9,583
		(6,849)	Items that may be reclassified to (Surplus) or Deficit on the Provision of Services				9,772
		0	(Surplus) or deficit on revaluation of available for sale financial assets	24			0
		(6,849)	Other Comprehensive Income and Expenditure				9,772
		1,158	Total Comprehensive Income and Expenditure				8,561

NB: In 2020/21 the Council's reporting areas under the Council's Themes of Our People, Our Place and Our Council were restructured to reflect the new management structure. For comparison purposes the figures for 2019/20 have therefore been amended to reflect the new structure.

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'.

31st March 2020 £'000		Notes	31st March 2021 £'000
35,489	Property, Plant & Equipment	15	34,871
20,949	Investment Properties	16	20,978
133	Intangible Assets	17	121
44	Heritage Assets		44
3,164	Long Term Investments	18	3,141
977	Long Term Debtors	18	1,256
60,756	TOTAL LONG TERM ASSETS		60,411
0	Short Term Investments	18	0
50	Assets Held for Sale		50
67	Inventories		53
3,918	Short Term Debtors	19	8,150
8,815	Cash and Cash Equivalents	20	13,988
12,850	TOTAL CURRENT ASSETS		22,241
(3,581)	Short Term borrowing	18	(3,577)
(5,518)	Short Term Creditors	21	(12,393)
(922)	Short Term Provisions	22	(1,007)
(1,144)	Grants Receipts in Advance - Revenue	28	(99)
0	Short Term Finance Lease Liability	31	0
(11,165)	TOTAL CURRENT LIABILITIES		(17,076)
(25)	Long Term Provisions	22	(38)
0	Long Term Finance Lease Liability	31	0
(16,500)	Long term borrowing	18	(16,500)
(37,795)	Pensions Liability	32	(48,605)
0	Grants Receipts in Advance -Revenue	28	0
(2,263)	Grants Receipts in Advance - Capital	28	(3,136)
(56,583)	TOTAL LONG TERM LIABILITIES		(68,279)
5,858	TOTAL NET ASSETS/(LIABILITIES)		(2,703)
(24,021)	Usable Reserves	11	(30,081)
18,163	Unusable Reserves	25	32,784
(5,858)	TOTAL RESERVES		2,703

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 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. Cashflows arising from financing activities are useful in predicting claims on future cash flows by providers of capital (i.e. borrowing) to the Council. The movement in overall cash is an increase of £5.173m (decrease of £2.678m 2019/20).

2019/20 £'000		2020/21 £'000
(8,007)	Net Surplus or (Deficit) on the Provision of Services	1,211
831	Depreciation of Property, Plant and Equipment	956
3,057	Impairment and downward valuations	2,437
49	Amortisation of Intangible Assets	49
1,199	(Increase)/Decrease in Creditors	7,228
(205)	Increase/(Decrease) in Debtors	(821)
31	Increase/(Decrease) in Inventories (Stock)	14
2,283	Movement in Pension Liability	1,227
3,112	Carrying amount for non-current assets and non-current Assets Held For Sale, sold or derecognised	982
(5)	Other non cash items charged to the net surplus or deficit on the Provision of Services	91
10,352	Adjustments to net surplus or deficit on the Provision of Services for non-cash movements	12,163
(1,339)	Adjust for items included in the net surplus or deficit on the Provision of Services that are investing or financing activities	(5,749)
1,006	Net Cash Flows from Operating Activities	7,625
(14,757)	Purchase of Property, Plant and Equipment, Investment Property and Intangible Assets	(4,352)
(3,000)	Purchase of short-term (not considered to be cash equivalents) and long-term Investments	(4,000)
(71)	Other payments for investing activities	(2)
324	Proceeds from the sale of Property, Plant and Equipment, Investment Property and Intangible Assets	66
3,000	Proceeds from short-term (not considered to be cash equivalents) and long-term Investments	4,000
1,935	Other receipts from investing activities	6,212
(12,569)	Net Cash Flows from Investing Activities	1,924
9,000	Cash receipts of short and long term borrowing	3,500
19	Other receipts from financing activities	1
0	Other payments from financing activities	(4,377)
0	Repayments of short and long term borrowing	(3,500)
(134)	Cash payments for the reduction of the outstanding liabilities relating to Finance Leases	0
8,885	Net Cash Flows from Financing Activities	(4,376)
(2,678)	Net increase or (decrease) in cash and cash equivalents	5,173
11,493	Cash and cash equivalents at the beginning of the reporting period	8,815
8,815	Cash and cash equivalents at the end of the reporting period (Note 21)	13,988

NOTES TO THE ACCOUNTS

1. ACCOUNTING POLICIES

i General Principles

The Statement of Accounts summarises the Council's transactions for the 2020/21 financial year and its position at the year-end of 31 March 2021. 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 2020/21 (The Code) and the Service Reporting Code of Practice 2020/21, 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 contracts with service recipients, whether for services or the provision of goods is recognised when the goods or services are transferred to the service recipient in accordance with the performance obligations in the contract.
- 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 and payable on borrowings is accounted for as income and expenditure on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract.
- Where 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 Acquisitions

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 or as at the balance sheet date 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 Revenue 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.

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 National Non-Domestic Rates (Business Rates)

Billing authorities act as agents, collecting council tax and non-domestic rates (NNDR) on behalf of the major preceptors (including government for NNDR) and, as principals, collecting council tax and NNDR 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 NNDR. 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 NNDR collected could be less or more than predicted.

The council tax and NNDR income included in the Comprehensive Income and Expenditure Statement (CIES) is the Council's share of accrued income for the year. However, regulations determine the amount of council tax and NNDR 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 NNDR relating to arrears, impairment allowances for doubtful debts, overpayments and prepayments and

appeals.

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

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% 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.

Re-measurement 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 at the following link;

<https://www.lincolnshire.gov.uk/local-democracy/finances-and-budget/>

Option: Lincolnshire Pension Fund.

or the following address;

**Treasury and Financial Strategy,
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 and borrowing,

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 or loan agreement.

Financial Assets

Financial assets are classified based on a classification and measurement approach that reflects the business model for holding the financial assets and their cashflow characteristics. There are three main classes of financial assets measured at:

- amortised cost
- fair value through profit or loss (FVPL), and
- fair value through other comprehensive income (FVOCI)

The Council's business model is to hold investments to collect contractual cash flows. Financial assets are therefore classified as amortised cost, except for those whose contractual payments are not solely payment of principal and interest (ie where the cash flows do not take the form of a basic debt instrument).

Financial Assets Measured at Amortised Cost

Financial assets measured at amortised cost 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 their amortised cost. Annual credits to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement (CIES) for interest receivable are based on the carrying amount of the asset multiplied by the effective rate of interest for the financial instrument.

For most of the financial assets held by the Council, this means that the amount presented in the Balance Sheet is the outstanding principal receivable (plus accrued interest) and interest credited to the CIES is the amount receivable for the year in the loan agreement.

The Council has made no soft loans (loans at less than Market Rate) as at 31/03/2021.

Expected Credit Loss Model

The Council recognises expected credit losses on all of its financial assets held at amortised cost [or where relevant FVOCI], either on a 12-month or lifetime basis. The expected credit loss model also applies to lease receivables and contract assets. Only lifetime losses are recognised for trade receivables (debtors) held by the Council.

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

The Council has a portfolio of loans to measure lifetime expected losses, this will be assessed on each individual instrument basis. This will take into account materiality, history of default, and impact sensitivity of amendments such as interest rate changes.

Financial Assets Measured at Fair Value through Profit of Loss (FVPL)

Financial assets that are measured at FVPL are recognised on the Balance Sheet when the Council becomes a party to the contractual provisions of a financial instrument and are initially measured and carried at fair value. Fair value gains and losses are recognised as they arrive in the Surplus or Deficit on the Provision of Services.

Fair value of an asset is the price that would be received to sell an asset in an orderly transaction between market participants at the measurement date. The fair value measurements of the financial assets are based on the following techniques:

- instruments with quoted market prices – the market price
- other instruments with fixed and determinable payments – discounted cash flow analysis.

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.

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

Financial Assets Measured at Fair Value through Other Comprehensive Income (FVOCI)

The Council currently holds no financial instruments at fair value through Other Comprehensive Income.

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.

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

Community Infrastructure Levy

The Council has elected to charge a Community Infrastructure Levy (CIL). The levy will be charged on new builds (chargeable developments for the Council) with appropriate planning consent. The Council charges for and collects the levy, which is a planning charge. The income from the levy will be utilised for infrastructure projects to support the development of the area. As a collecting and charging authority an

element of the charge is credited to the Comprehensive Income and Expenditure Statement for administration costs, the income is shared with Parish Councils and Lincolnshire County Council to support agreed infrastructure schemes. Amounts will be held on the Balance Sheet until paid over to the relevant bodies.

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 (e.g. 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. Interests in Companies and Other Entities

The Council has interests in companies and other entities that have the nature of subsidiaries, associates and joint ventures and require it to prepare group accounts. In the Council's own single-entity accounts, the interests in companies and other entities are recorded as financial assets at cost, less any provision for losses. The judgement by the S151 Officer is that there is no material impact on the Statement of Accounts.

Group Accounts are therefore not required for 2020/21.

xv Inventories and long-term contracts

Inventories are included in the Balance Sheet at the lower of cost and net realisable value. The cost of inventories is assigned using the weighted average costing formula

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.

xvi 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 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.

xvii 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

xviii 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.

xix 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. Assets acquired above a de-minimis of £10,000 are capitalised.

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)
Office/Leisure Centre	25 to 60
Crematorium	60
Depots & Stores	52
Shops	25 -60
Public Conveniences	49
CCTV Systems/IT equipment/Wheeled Bins/Office Equipment/Led Lighting/Crematorium Equipment	1 to 25
Vehicles/Bin lifters	1 to 7
Infrastructure Assets	16 to 28
Dwellings	54

Where an item of 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 Council a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Council. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably

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

Contingent assets

A contingent asset arises where an event has taken place that gives the Council a possible asset whose existence will only be confirmed 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

Under the Code of Practice on Local Authority Accounting in the United Kingdom 2020/21, the Council is required to disclose information setting out the impact of an accounting change required by a new accounting standard that has been issued but not yet adopted by the code.

The following Accounting Standards and amendments have been issued but will not be adopted until the 2021/22 financial year.

a) Definition of a business: Amendments to IFRS 3 Business combinations

The amendments are changes to Appendix A Defined terms, the application guidance, and the illustrative examples of IFRS 3 only. They:

- clarify that to be considered a business, an acquired set of activities and assets must include, at a minimum, an input and a substantive process that together significantly contribute to the ability to create outputs;
- narrow the definitions of a business and of outputs by focusing on goods and services provided to customers and by removing the reference to an ability to reduce costs;
- add guidance and illustrative examples to help entities assess whether a substantive process has been acquired;
- remove the assessment of whether market participants are capable of replacing any missing inputs or processes and continuing to produce outputs;
- add an optional concentration test that permits a simplified assessment of whether an acquired set of activities and assets is not a business.

There is no anticipated impact for West Lindsey District Council

b) Interest Rate Benchmark Reform: Amendments to IFRS 9, IAS 39 and IFRS 7

These amendments clarify that entities would continue to apply certain hedge accounting requirements assuming that the interest rate benchmark on which the hedged cash flows and cash flows from the hedging instrument are based will not be altered as a result of interest rate benchmark reform.

There is no anticipated impact for West Lindsey District Council

c) Interest Rate Benchmark Reform - Phase 2: Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 7, IFRS 16

These amendments introduce a practical expedient for modifications required by the reform, clarify that hedge accounting is not discontinued solely because of the IBOR reform, and introduce disclosures that allow users to understand the nature and extent of risks arising from the IBOR reform to which the entity is exposed to and how the entity manages those risks as well as the entity's progress in transitioning from IBORs to alternative benchmark rates, and how the entity is managing this transition.

There is no anticipated impact for West Lindsey District Council

d) **IFRS 16 Leases:** This will require the Council as Lessee to recognise most leases on the balance sheet as right of use assets with corresponding lease liabilities. The implementation of this standard has been delayed to 2022/23.

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 a robust Financial Strategy and a 5 year Financial Plan which illustrates that this uncertainty is not yet sufficient to provide an indication that the assets of the Council might be impaired as a result of a need to close facilities and reduce levels of service provision. The provisions in the Code on the going concern requirements reflect the economic and statutory environment in which local authorities operate. As the Council cannot be dissolved without statutory prescription, the accounts will be prepared on a going concern basis.

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.

Business Rates

The Council collects a net income of £10.4m from Business Rates. The assumptions made about the outcome of appeals against the Valuation Office Listed Rateable Value, becomes a significant and critical judgement. Assessments are made based on previous experience of the 2005 and 2010 list and also any settled appeals against the 2017 list. The Council's share of any reduction is 40%. Any impact on the overall position is mitigated by a safety net of 7.5% of our baseline funding which is approximately £0.226m. As the Council is in the Lincolnshire Business Rates Pool, the Pool will ensure that no partner will lose more than 7.5% of their baseline funding. However, due to a technical adjustment if the Council did enter the safety net it would only impact the general fund the year after this happens.

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 2021 for which there is a significant risk of material adjustment in the forthcoming financial year are:

Revenue Costs and Reserves

The outbreak of the Novel Coronavirus (COVID-19), declared by the World Health Organisation as a Global Pandemic on 11 March 2020 has impacted on global financial markets and market activity is being impacted in many sectors. Subsequent lockdowns through 2020/21 has significantly impacted the Council's ability to

generate income and this is anticipated to continue into at least the first quarter of 2021/22. The Council continues to perform additional duties due to the demands placed on Local Government to deliver Business Rate Grant Support. This has resulted in additional costs, which in turn could have an adverse affect on the Council's reserves.

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 2020/21 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 2021. The estimate has been calculated using the analysis of successful appeals to date against the 2010 and 2017 rating lists.

Property Plant and Equipment

Property assets are included on the basis of a full valuation and assessed useful lives undertaken on 31 March 2021. 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 £34.871m (£35.489m 2019/20).

The impact of a change in valuation or useful life as at 31 March 2021 would affect the carrying value of the asset in the balance sheet and the subsequent charge for depreciation or impairment in the CIES.

The UK has now officially left the EU and the transition period ended 31 December 2020. Whilst the deal provides a more certain position in relation to the UK's future relationship with the EU, the full implications will take some time to realise. A period of uncertainty therefore remains in relation to many factors that impact the construction markets and the associated costs. There is some evidence that demand may increase in 2021 which would have a positive effect on prices.

In addition, the Covid-19 pandemic has impacted on global financial markets and market activity is being impacted in many sectors. Whilst property markets are mostly functioning again, retail and specific trading related assets/sectors such as Car Parks continue to be faced with an unprecedented set of circumstances caused by Covid-19. There is an absence of relevant/sufficient market evidence for the external valuers to base their judgement. These assets are therefore reported as being subject to 'material uncertainty' as set out in VPS 3 and VPGA 10 for the RICS Valuation - Global Standards. The valuations therefore have less certainty and should be viewed with a higher degree of caution than what would normally be the case.

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 2020/21 the Council's Actuaries advised that the net pension liability had increased by £10.81m to £48.605m. The increase in net pension liability is due to the change in derivation of future assumed RPI and CPI inflation. In addition there has been a change in the demographic assumption which takes account of life expectancy changes due to the emerging impacts of the Covid-19 pandemic. The table below illustrates the potential financial impact of changes in the specific assumptions applied by the Actuary in future years:

Sensitivity Analysis	Approx. % increase to Employer Liability	Approx. monetary amount £'000
Change in Assumptions at 31 March 2021		
0.1% decrease in Real Discount Rate	1.98%	2,107
1 Year increase in member life expectancy	4.83%	5,139
0.1% increase in Salary Increase Rate	0.32%	341
0.1% in the Pension Increase Rate	1.64%	1,748

A full valuation of the Pension Scheme was undertaken during 2019/20, as at 31st March 2019.

Arrears

At 31st March 2021 the Council had arrears of £9.805m outstanding mainly in respect of sundry debtors, Business Rates and housing benefit overpayments debtors. A review of balances outstanding, recovery performance and future looking review has resulted in an impairment allowance of £1.748m. However, if circumstances were to deteriorate then an additional loss allowance would be required and an assessment made if a lifetime credit allowance should be applied.

Fair Value

When the fair values of financial assets and financial liabilities cannot be measured based on quoted prices in active markets (Level 1 inputs), their fair value is measured using valuation techniques (eg quoted prices for similar assets or liabilities in active markets or the discounted cashflow model). Where possible, the inputs to these valuation techniques are based on observable data, but where this is not possible judgement is required in establishing fair values. These judgements typically include considerations such as uncertainty and risk. However changes in the assumptions used could affect the fair value of the council's assets and liabilities.

With regard to fair value estimates of Surplus and Investment Properties, 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. Information about the valuation techniques and inputs used in determining the fair value of the council's assets and liabilities is disclosed in Note 15, 16 and 17.

With regards assets valued at fair value, no assets are classed as level 1 in the Fair Value Hierarchy. The majority of these assets are Level 2 which utilises quoted market place prices with adjustments for location and condition. The Council has three assets valued at Level 3 of the Fair Value Hierarchy, an Aggregate Site and two oil wells. The significant unobservable inputs used in the fair value measurement include estimated cashflows from the assets and assumptions regarding rental values. Significant changes in any of the unobservable inputs or the level two assumptions would result in a significantly higher or lower fair value measurement for these assets.

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 2020/21 the Council received the following Covid Grants.

£7.375m where the Council was the Principal for Government/Non Public Body and had discretion in how these grants were deployed. Of this £5.325m has been spent. The remaining £2.050m is in the Council's ear-marked reserves, revenue grants unapplied £1.452m and Financial Budget Risks £0.434m, for allocation in 2021/22. £0.164m was moved to the Council's General Fund Balance and £0.018m was held as a creditor on the balance sheet to be repaid in 2021/22.

6. EVENTS AFTER THE REPORTING PERIOD

The Statement of Accounts was authorised for issue by the Assistant Director of Finance, Business Support, Property (S151 Officer) on 1 June 2021. 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 2021, the figures in the financial statements and notes have been adjusted in all material respects to reflect the impact of this information.

7. EXPENDITURE AND FUNDING ANALYSIS

The objective of the expenditure and funding analysis is to demonstrate to council tax payers how the funding available to the Council (for example, government grants, council tax and business rates) for the year has been used in providing services in comparison with those resources consumed or earned by authorities in accordance with generally accepted accounting practices. It also shows how this expenditure is allocated for decision making purposes between the Council's service clusters. Income and expenditure accounted for under generally accepted accounting practices is presented more fully in the Comprehensive Income and Expenditure Statement.

2019/20 Restated				2020/21		
Net Expenditure Chargeable to General Fund	Adjustments (See Note 8a)	Net Expenditure in the Comprehensive Income & Expenditure statement		Net Expenditure Chargeable to General Fund	Adjustments (See Note 8a)	Net Expenditure in the Comprehensive Income & Expenditure statement
£'000	£'000	£'000		£'000	£'000	£'000
1,398	707	2,105	Our People	1,639	2,261	3,900
3,470	1,700	5,170	Our Place	3,942	2,445	6,387
5,693	3,392	9,085	Our Council	5,188	553	5,741
0	0	0	Covid19 Business Support Grants	0	0	0
10,561	5,799	16,360	Net Cost of Services	10,769	5,259	16,028
(10,901)	2,548	(8,353)	Other Income and Expenditure	(17,295)	56	(17,239)
(340)	8,347	8,007	(Surplus) or Deficit	(6,526)	5,315	(1,211)
(19,682)			Opening General Fund Balance 31 March	(20,020)		
2			Less/Plus			
(340)			Net Adjustment (Surplus) or Deficit in Year	0		
				(6,526)		
(20,020)			Closing General Fund Balance 31 March	(26,546)		

NB: In 2020/21 the Council's reporting areas under the Council's Themes of Our People, Our Place and Our Council were restructured to reflect the new management structure. For comparison purposes the figures for 2019/20 have therefore been amended to reflect the new structure.

7(a). NOTE TO THE EXPENDITURE AND FUNDING ANALYSIS

This note provides a reconciliation of the main adjustments to 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								
2019/20 Restated					2020/21			
Adjustments for Capital Purposes	Net Change for the Pensions Adjustments	Other Statutory Differences	Total Adjustments	Adjustments from General Fund to arrive at the Comprehensive Income and Expenditure Statement amounts	Adjustments for Capital Purposes	Net Change for the Pensions Adjustments	Other Statutory Differences	Total Adjustments
(Note 1)	(Note 2)	(Note 3)			(Note 1)	(Note 2)	(Note 3)	
£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000
352	353	2	707	Our People	2,185	68	8	2,261
952	756	(8)	1,700	Our Place	2,305	121	19	2,445
3,272	128	(8)	3,392	Our Council	339	187	27	553
0	0	0	0	Covid19 Business Support Grants	0	0	0	0
4,576	1,237	(14)	5,799	Net Cost of Services	4,829	376	54	5,259
936	1,046	566	2,548	Other income and expenditure from the Expenditure and Funding Analysis	(3,665)	851	2,870	56
5,512	2,283	552	8,347	Difference between General Fund Surplus or Deficit and Comprehensive Income and Expenditure Statement Surplus or Deficit on the Provision of Services	1,164	1,227	2,924	5,315

NB: In 2020/21 the Council's reporting areas under the Council's Themes of Our People, Our Place and Our Council were restructured to reflect the new management structure. For comparison purposes the figures for 2019/20 have therefore been amended to reflect the new structure.

NOTES TO THE EXPENDITURE AND FUNDING ANALYSIS

1) Adjustments for Capital Purposes

The adjustments for capital purposes column adds in depreciation and impairment and revaluation gains and losses in the services line, and for:

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

2) Net change for the pensions' adjustments

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

- **For services** this represents the removal of the employer pension contributions made by the 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 Comprehensive Income and Expenditure Statement.

3) Other Statutory Adjustments

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

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

Income received on a segmental basis is analysed below:

2019/20 Restated Income from Services £'000		2020/21 Income from Services £'000
(906)	Our People	(767)
(1,950)	Our Place	(1,807)
(2,361)	Our Council	(2,796)
(5,217)	Total Income analysed on a segmental basis	(5,370)

NB: In 2020/21 the Council's reporting areas under the Council's Themes of Our People, Our Place and Our Council were restructured to reflect the new management structure. For comparison purposes the figures for 2019/20 have therefore been amended to reflect the new structure.

Included within the Segmental Income note for 2020/21 is the following material income for services provided in 2020/21

Our People: £0.958m of income relating to Green Waste Service Charges (£0.919m in 2019/20)
Our Place: £1.029m Development Control Application Fees (£0.949m in 2019/20)

In 2020/21 The Council also received £0.878m of income in relation to Green Waste for services to be provided in 2021/22 this is held as a Short Term Creditor on the Balance Sheet. This income will not be recognised in the Comprehensive Income and Expenditure Statement or Segmental Income Note until 2021/22.

9. EXPENDITURE AND INCOME ANALYSED BY NATURE

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

2020/21						
Expenditure/Income	Our People	Our Place	Our Council	Covid19 Business Support Grants	Corporate Amounts	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure						
Employee benefits expenses	1,834	4,480	5,462	0	0	11,776
Other services expenses	17,376	1,737	3,427	2,750	0	25,290
Depreciation, amortisation, impairment	3,137	5,017	339	0	0	8,493
Interest payments	0	0	0	0	2,161	2,161
Precepts and levies	0	0	0	0	2,508	2,508
Disposal of assets	0	0	0	0	552	552
Total Expenditure	22,347	11,234	9,228	2,750	5,221	50,780
Income						
Fees, charges and other service income	(767)	(1,807)	(2,796)	0	0	(5,370)
Interest & investment income	0	0	0	0	(2,642)	(2,642)
Income from Council Tax and Non-Domestic Rates	0	0	0	0	(13,262)	(13,262)
Government grants & contributions	(17,680)	(3,040)	(691)	(2,750)	(6,556)	(30,717)
Total Income	(18,447)	(4,847)	(3,487)	(2,750)	(22,460)	(51,991)
(Surplus) or Deficit on the Provision of Services	3,900	6,387	5,741	0	(17,239)	(1,211)

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

2019/20 Restated						
Expenditure/Income	Our People	Our Place	Our Council	Covid19 Business Support Grants	Corporate Amounts	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure						
Employee benefits expenses	1,976	4,485	5,575	0	0	12,036
Other services expenses	18,273	1,991	2,833	0	0	23,097
Depreciation, amortisation, impairment	1,113	1,166	3,272	0	0	5,551
Interest payments	0	0	0	0	2,663	2,663
Precepts and levies	0	0	0	0	2,382	2,382
Disposal of assets	0	0	0	0	2,800	2,800
Total Expenditure	21,362	7,642	11,680		7,845	48,529
Income						
Fees, charges and other service income	(906)	(1,950)	(2,361)	0	0	(5,217)
Interest & investment income	0	0	0	0	(2,634)	(2,634)
Income from Council Tax, Non-Domestic Rates	0	0	0	0	(12,823)	(12,823)
Government grants & contributions	(18,351)	(522)	(234)	0	(741)	(19,848)
Total Income	(19,257)	(2,472)	(2,595)	0	(16,198)	(40,522)
(Surplus) or Deficit on the Provision of Services	2,105	5,170	9,085	0	(8,353)	8,007

NB: In 2020/21 the Council's reporting areas under the Council's Themes of Our People, Our Place and Our Council were restructured to reflect the new management structure. For comparison purposes the figures for 2019/20 have therefore been amended to reflect the new structure.

10. ADJUSTMENTS BETWEEN ACCOUNTING BASIS AND FUNDING BASIS UNDER REGULATIONS

This note details the adjustments that are made to the total comprehensive income and expenditure recognised by the 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 Council are to be met, except to the extent that statutory rules might provide otherwise. These rules can also specify the financial year in which liabilities and payments should impact on the General Fund Balance, which is not necessarily in accordance with proper accounting practice. The General Fund Balance therefore summarises the resources that the Council is statutorily empowered to spend on its services or on capital investment (or the deficit of resources that the Council is required to recover) at the end of the financial year.

Capital Receipts Reserve

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

Capital Grants Unapplied

The Capital Grants Unapplied 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.

	Usable reserves			Movement in Unusable Reserves £'000
	General Fund Balance £'000	Capital Receipts Reserves £'000	Capital Grants Unapplied Account £'000	
2020/21 Adjustments between accounting basis & funding basis under regulations				
Adjustments to Revenue Resources				
Amounts by which income and expenditure included in the Comprehensive Income and Expenditure Statement are different revenue for the year calculated in accordance with statutory requirements				
Pension Costs (transferred to (or from) the Pensions Reserve)	(1,227)	0	0	1,227
Council Tax and NNDR (transfers to or from Collection Fund Adjustment Account)	(2,848)	0	0	2,848
Holiday pay transferred to the Accumulated Absences Reserve	(53)	0	0	53
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)	(6,126)	0	0	6,126
Amount by which finance costs/income in the CIES are different from finance costs/income for the year in accordance with statutory requirements	(22)	0	0	22
Total Adjustments to Revenue Resources	(10,276)	0	0	10,276
Adjustments between Revenue and Capital Resources				
Transfer of non current asset sale proceeds from revenue to Capital Receipts Reserves	588	(158)	0	(430)
Repayment of Loan Principal	0	(33)	0	33
Statutory provision for the repayment of debt (transfer from the Capital Adjustment Account)	251	0	0	(251)
Voluntary provision for the repayment of debt (transfer from the Capital Adjustment Account)	707	0	0	(707)
Capital expenditure financed from revenue balances (transfer to the Capital Adjustment Account)	1,575	0	0	(1,575)
Total Adjustments between Revenue and Capital Resources	3,121	(191)	0	(2,930)
Adjustments to Capital Resources				
Use of Capital Receipts Reserves to finance capital expenditure	0	2,520	0	(2,520)
Capital grants and contributions unapplied credited to the CIES	1,842	0	(1,842)	0
Cash Payments in relation to Deferred Capital Receipts	0	(65)	0	65
Use of Capital Receipts Reserves to finance statutory provision on loans funded by borrowing	0	30	0	(30)
Application of capital grants to finance capital expenditure	0	0	12	(12)
Total Adjustments to Capital Resources	1,842	2,485	(1,830)	(2,497)
Total Adjustments	(5,313)	2,294	(1,830)	4,849

2019/20 Adjustments between accounting basis & funding basis under regulations	Usable reserves			Movement in Unusable Reserves £'000
	General Fund Balance	Capital Receipts Reserves	Capital Grants Unapplied Account	
	£'000	£'000	£'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)	(2,283)	0	0	2,283
Council Tax and NNDR (transfers to or from Collection Fund Adjustment Account)	(450)	0	0	450
Holiday pay transferred to the Accumulated Absences	15	0	0	(15)
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)	(7,886)	0	0	7,886
Amount by which finance costs/income in the CIES are different from finance costs/income for the year in accordance with statutory requirements	(116)	0	0	116
Total Adjustments to Revenue Resources	(10,720)	0	0	10,720
Adjustments between Revenue and Capital Resources				
Transfer of non current asset sale proceeds from revenue to Capital Receipts Reserves	455	(455)	0	0
Repayment of Loan Principal	0	(23)	0	23
Statutory provision for the repayment of debt (transfer from the Capital Adjustment Account)	91	0	0	(91)
Capital expenditure financed from revenue balances (transfer to the Capital Adjustment Account)	2,638	0	0	(2,638)
Total Adjustments between Revenue and Capital Resources	3,184	(478)	0	(2,706)
Adjustments to Capital Resources				
Use of Capital Receipts Reserves to finance capital expenditure	0	359	0	(359)
Capital grants and contributions unapplied credited to the CIES	27	0	(27)	0
Reversal of previous year grant applied to Capital Financing	(838)	0	0	838
Use of Capital Receipts Reserves to finance statutory provision on loans funded by borrowing	0	18	0	(18)
Application of capital grants to finance capital expenditure	0	0	78	(78)
Total Adjustments to Capital Resources	(811)	377	51	383
Total Adjustments	(8,347)	(101)	51	8,397

11. MOVEMENT 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 2020/21.

	Balance at 31 March 2019	Transfer out 2019/20	Transfer in 2019/20	Balance at 31 March 2020	Transfer out 2020/21	Transfer in 2020/21	Balance at 31 March 2021
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Project Investment Reserve	1,447	(125)	200	1,522	(394)	526	1,654
Budget Smoothing	624	(309)	777	1,092	(67)	3,065	4,090
Community Grant/ Support Schemes	555	(167)	90	478	(223)	2	257
Contingencies Fund	1,514	(56)	784	2,242	(698)	434	1,978
Investment for Growth Fund and feasibility	8,546	(2,261)	1,035	7,320	(1,467)	511	6,364
Carbon Reduction	61	(61)	0	0	0	0	0
Maintenance of Facilities	472	(129)	165	508	(154)	103	457
Members Initiative Fund	144	(144)	0	0	0	0	0
Property Asset Fund	825	(82)	0	743	(63)	0	680
Regeneration and Growth Fund	179	(105)	0	74	(45)	0	29
Revenue Grants Unapplied	521	(102)	156	575	(315)	1,618	1,878
Service Investment	413	(297)	584	700	(522)	850	1,028
Waste Management Fund	533	(376)	377	534	(79)	339	794
Total	15,834	(4,214)	4,168	15,788	(4,027)	7,448	19,209

Reserve Name	Purpose
Project Investment Reserve	To fund projects in support of the Corporate Plan and Financial Strategy
Budget Smoothing	To effectively manage cyclical budget issues i.e. Elections, Local Development Framework etc.
Community Grants/Support Schemes	To support vulnerable communities, area management, community engagement and support communities by providing funding to leverage external funding.
Contingencies Fund	To support areas of volatility i.e. Business Rate appeals, valuations of investment properties, insurance etc.
Investment for Growth and Feasibility Fund	To support housing regeneration and economic growth schemes
Carbon Reduction	To fund transformation projects
Maintenance of Facilities	To meet future Asset Management Plan requirements
Members Initiative Fund	To provide Members with funding to issue small grants to community projects
Property Assets Fund	To support strategic property related projects
Regeneration and Growth Fund	To support local business growth through grant funding
Revenue Grants Unapplied	Revenue grants which have yet to be expended
Service Investment	To support service development initiatives, including IT upgrades and replacement programmes
Waste Management Fund	To support service development and replacement vehicle programme

12. OTHER OPERATING EXPENDITURE

2019/20 £'000		2020/21 £'000
2,020	Parish Council Precepts	2,134
362	Drainage Board Levies	374
2,800	(Gains)/Losses on the disposal of non-current assets	552
5,182	Total	3,060

13. FINANCING AND INVESTMENT INCOME AND EXPENDITURE

2019/20 £'000		2020/21 £'000
369	Interest payable and similar charges	224
1,038	Net interest on the net defined benefit liability/(asset)	847
(193)	Interest receivable and similar income	(238)
(1,185)	Income and Expenditure in relation to investment properties and changes in their fair value	(1,314)
29	Total	(481)

14. TAXATION AND NON SPECIFIC GRANT INCOME AND EXPENDITURE

2019/20 £'000		2020/21 £'000
(8,532)	Council Tax income	(8,823)
(4,291)	Non Domestic Rates Income and Expenditure	(4,439)
(1,667)	Non ring-fenced Government Grants	(1,539)
0	Covid 19 Grants	(3,465)
926	Capital grants and contributions	(1,552)
(13,564)	Total	(19,818)

The positive figure of £0.926m in 2019/20 for Capital Grants and contributions is made up of £0.838m which is due to the amendment of a grant funding agreement and the residual is the recognition of grants received in prior years which require unwinding.

15. PROPERTY PLANT AND EQUIPMENT

Movements in 2020/21	Other Land & Buildings	Vehicles, Plant, Furniture & Equipment	Infrastructure Assets	Community Assets	Surplus Assets	Assets Under Construction	Total Property, Plant & Equipment
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost or Valuation at April 2020	22,717	5,037	377	105	3,097	6,134	37,467
Additions	0	107	0	0	0	3,840	3,947
Revaluation increase/(decrease) recognised in the Revaluation Reserve	(419)	0	0	0	(23)	0	(442)
Revaluation increase/(decrease) recognised in the (Surplus)/Deficit on the Provision of Services	(2,529)	0	0	0	1	0	(2,528)
Derecognition - Disposals	(508)	(17)	0	0	0	0	(525)
Derecognition - Other	0	(1,039)	0	0	(11)	(40)	(1,090)
Other movements in cost or valuation	6,477	530	0	0	0	(7,007)	0
At 31 March 2021	25,738	4,618	377	105	3,064	2,927	36,829
Accumulated Depreciation & Impairment At April 2020	0	(1,851)	(127)	0	0	0	(1,978)
Depreciation charge	(348)	(595)	(10)	0	(3)	0	(956)
Depreciation written out to the Revaluation Reserve	251	0	0	0	2	0	253
Depreciation written out to the (Surplus)/Deficit on the Provision of Services	90	0	0	0	1	0	91
Derecognition - Disposals	7	17	0	0	0	0	24
Derecognition - Other	0	608	0	0	0	0	608
Other Movements in Cost or Valuation	0	0	0	0	0	0	0
At 31 March 2021	0	(1,821)	(137)	0	0	0	(1,958)
Net Book value							
At 31 March 2021	25,738	2,797	240	105	3,064	2,927	34,871
At 31 March 2020	22,717	3,186	250	105	3,097	6,134	35,489

Comparative Movements in 2019/20	Other Land & Buildings	Vehicles, Plant, Furniture & Equipment	Infrastructure Assets	Community Assets	Surplus Assets	Assets Under Construction	Total Property, Plant & Equipment
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost or Valuation at April 2019	18,802	4,335	377	106	7,183	3,281	34,084
Additions	0	1,128	0	0	0	9,540	10,668
Revaluation increase/(decrease) recognised in the Revaluation Reserve	(238)	0	0	0	(255)	0	(493)
Revaluation increase/(decrease) recognised in the (Surplus)/Deficit on the Provision of Services	(3,208)	0	0	0	106	0	(3,102)
Derecognition - Disposals	0	(268)	0	0	(3,040)	0	(3,308)
Derecognition - Other	0	(377)	0	(1)	(4)	0	(382)
Other movements in cost or valuation	7,361	219	0	0	(893)	(6,687)	0
At 31 March 2019	22,717	5,037	377	105	3,097	6,134	37,467
Accumulated Depreciation & Impairment At April 2019	0	(1,947)	(117)	0	0	0	(2,064)
Depreciation charge	(277)	(531)	(10)	0	(13)	0	(831)
Depreciation written out to the Revaluation Reserve	242	0	0	0	3	0	245
Depreciation written out to the (Surplus)/Deficit on the Provision of Services	44	0	0	0	1	0	45
Derecognition - Disposals	0	251	0	0	0	0	251
Derecognition - Other	0	376	0	0	0	0	376
Other Movements in Cost or Valuation	(9)	0	0	0	9	0	0
At 31 March 2020	0	(1,851)	(127)	0	0	0	(1,978)
Net Book value							
At 31 March 2020	22,717	3,186	250	105	3,097	6,134	35,489
At 31 March 2019	18,802	2,388	260	106	7,183	3,281	32,020

Depreciation

The following useful lives and depreciation rates have been used in the calculation of depreciation:

- Other Land and Buildings: 25 - 60 years
- Vehicles, Plant, Furniture and Equipment: 1 - 25 years
- Infrastructure: 16 - 28 years
- Surplus: 49 - 51 years

Capital Commitments

At 31 March 2021, the Council had entered into one contract for the construction or enhancement of property, plant and equipment in 2020/21 was still ongoing, and future years budgeted to cost £1.847m. Similar commitments at 31 March 2020 were almost £1.047m. The commitment remaining is Caenby Corner Depot £1,846,564.49

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 2020/21 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 2019. In the intervening years a valuation review is carried out. Valuations were carried out as at 31 March 2021 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	2,797	0	3,272	6,069
Valued at Current Value as at 31 March 2020	25,738	0	3,064	0	28,802
Total Cost or Valuation	25,738	2,797	3,064	3,272	34,871

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.

The Covid-19 pandemic is impacted on global financial markets and market activity is being impacted in many sectors. Whilst property markets are mostly functioning again, retail and specific trading related assets/sectors such as Car Parks continue to be faced with an unprecedented set of circumstances as caused by Covid-19. There is an absence of relevant/sufficient market evidence for the external valuers to base their judgement. These assets are therefore reported as being subject to 'material uncertainty' as set out in VPS 3 and VPGA 10 for the RICS Valuation - Global Standards. The valuations therefore have less certainty and should be viewed with a higher degree of caution than what would normally be the case.

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.

2019/20 £'000	Level 2 Significant Observable Inputs	2020/21 £'000
2,835	Surplus Assets	3,063
2,835	Fair Value as at 31 March	3,063

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 three assets that are assessed at Level 3 i.e. where unobservable inputs have been used to measure fair value.

Two oil well sites plus an aggregate site (total Balance Sheet Value £0.248m) 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 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
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

16. INVESTMENT PROPERTIES

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

2019/20 £'000		2020/21 £'000
15,342	Balance at start of year:	20,949
5,682	Purchases	0
0	subsequent expenditure	0
(75)	Net gain/(Loss) from fair value adjustments	29
20,949	Balance at End of the year	20,978

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

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

2019/20 £'000	Income & Expenditure	2020/21 £'000
(1,300)	Rental income from investment property	(1,325)
41	Direct operating expenses arising from Investment property	41
(1,259)	Net (Gain)/Loss	(1,284)

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

Fair Value Hierarchy

The fair value of the Council's investment property is measured annually at each reporting date.

All valuations are carried out by the Council's external valuers Wilks, Head & Eve in accordance with the methodologies and bases for estimation set out in the professional standards of the Royal Institution of Chartered Surveyors. The Council's valuation experts work closely with finance officers reporting directly to the chief financial officer on a regular basis regarding all valuation matters.

As at 31 March 2021 the Council holds seven properties classed as investment properties. All seven properties are categorised within Level 2 of the fair value hierarchy i.e. based on observable inputs for the asset. There have been no transfers from or to any of the other hierarchy groups during the year. Accounting policy xvi includes details of how assets based on fair value are valued. For assets within Level 2 observable inputs for the asset either directly or indirectly are used.

Details of the Council's investment properties and information about the fair value hierarchy as at 31 March are as follows:

2019/20 £'000	Level 2 Significant Observable Inputs	2020/21 £'000
1,155	Retail	1,155
2,551	Hotel	2,313
2,523	Leisure	2,523
9,301	Manufacturing	9,552
5,419	Commercial Unit	5,435
20,949	Fair Value as at 31 March	20,978

17.**INTANGIBLE ASSETS**

The Council accounts for its software as intangible assets, to the extent that the software is not an integral part of a particular IT system and accounted for as part of the hardware item of Property, Plant and Equipment. The intangible assets include purchased licenses. The Council has no internally generated software.

All software is given a finite useful life, based on assessments of the period that the software is expected to be of use to the Council. The useful life assigned to the major software suites used by the Council is seven years.

The carrying amount of intangible assets is amortised on a straight-line basis. Amortisation has been charged on Intangible Assets in both 2019/20 and 2020/21. The movement on Intangible Asset balances during the year is as follows:

2019/20 £'000		2020/21 £'000
	Balance at start of year:	
444	Gross carrying amounts	444
(262)	Accumulated amortisation	(311)
182	Net carrying amount at start of year	133
	Movements:	
0	Purchases	37
0	Other disposals	0
(49)	Amortisation for the period	(49)
0	Other changes	0
133	Net carrying amount at end of year	121
	Comprising:	
444	Gross carrying amounts	481
(311)	Accumulated amortisation	(360)
133	Total	121

18. FINANCIAL INSTRUMENTS

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

Financial Assets	Non-Current				Current				2019/20	2020/21
	Investments		Debtors		Investments		Debtors		Total	Total
	31 March 2020	31 March 2021	31 March 2020	31 March 2021	31 March 2020	31 March 2021	31 March 2020	31 March 2021	31 March 2020	31 March 2021
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Fair Value through profit or loss	3,116	3,093	0	0	40	0	0	0	3,156	3,093
Amortised Cost	48	48	977	1,256	8,775	13,988	2,747	3,859	12,547	19,151
Total Financial Assets	3,164	3,141	977	1,256	8,815	13,988	2,747	3,859	15,703	22,244
Non-Financial Assets	20,949	20,978	0	0	0	0	1,171	4,291	22,120	25,269
Total	24,113	24,119	977	1,256	8,815	13,988	3,918	8,150	37,823	47,513

Financial Liabilities	Non-Current				Current				2019/20	2020/21
	Borrowings		Creditors		Borrowings		Creditors		Total	Total
	31 March 2020	31 March 2021	31 March 2020	31 March 2021	31 March 2020	31 March 2021	31 March 2020	31 March 2021	31 March 2020	31 March 2021
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Amortised Cost	16,500	16,500	0	0	3,581	3,577	5,518	12,393	25,599	32,470
Total Financial Liabilities	16,500	16,500	0	0	3,581	3,577	5,518	12,393	25,599	32,470
Non-Financial Liabilities	0	0	0	0	0	0	0	0	0	0
Total	16,500	16,500	0	0	3,581	3,577	5,518	12,393	25,599	32,470

Material Soft Loans Made by the Council

The Council has not made any soft loans, employee car loans, or reclassifications during the financial year.

Financial Instruments Designated at Fair Value through Profit or Loss

The Council has invested £3m in Pooled Investment Property Funds (CCLA Property Fund) which are measured at Fair Value on the Balance Sheet at £3.093m (£3.116m 2019/20) based on their quoted price in an active market for identical shares. Gains and Losses are reflected in the CIES in Financing Income and Expenditure and due to a statutory override (the Ministry of Communities, Housing and Local Government (MCHLG) agreed a temporary statutory override commencing in 2019/20 to allow Local Authorities a period of 5 years to adjust their portfolio holdings) in year gains and losses are transferred via the MIRS to the Pooled Investment Adjustment Account. The cumulative gains held total £0.093m. As an investment fund, prices can go up as well as down.

Fair Value of Equity Instruments designated at Fair Value through Other Comprehensive Income

The Council does not have any Equity Instruments designated at fair value through Other Comprehensive Income

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:

2019/20	2019/20		2020/21	2020/21
£'000	£'000		£'000	£'000
Surplus or Deficit on the Provision of Services	Other Comprehensive Income and Expenditure		Surplus or Deficit on the Provision of Services	Other Comprehensive Income and Expenditure
116	0	Net (Gains)/Losses on:		
		Financial assets measured at fair value through the profit or loss	22	0
11	0	Financial assets measured at amortised cost	(168)	0
127	0	Total Net (Gains)/Losses	(146)	0
		Interest Income		
(160)	0	Financial assets measured at fair value through the profit or loss	(154)	0
(149)	0	Financial assets measured at amortised cost	(106)	0
(309)	0	Total Interest Revenue	(260)	0
		Interest Expense		
355	0	Financial Liabilities measured at amortised cost	391	0
355	0	Total Fee Income	391	0
		Fee Expense		
20	0	Financial assets measured at fair value through the profit or loss	19	0
3	0	Financial liabilities measured at amortised cost	1	0
23	0	Total Fee Expense	20	0

Fair Values of Financial Assets

Some of the Councils financial assets are measured at fair value on a recurring basis and are described in the following table, including valuation technique use to measure them.

Recurring fair value measurements	Input Level in fair value hierarchy	Valuation Technique Used to measure fair value	As at 31/03/2020 £'000	As at 31/03/2021 £'000
Fair Value through Profit or Loss CCLA Property Fund	Level 1	Unadjusted quoted prices in active markets for indentical shares	3,116	3,093
Total			3,116	3,093

Transfers between Levels of the Fair Value Hierarchy

There has been no transfers between input levels during the year.

Changes in Valuation Technique

There has been no change in the valuation technique used during the year for financial instruments.

The Fair Values of Financial Assets and Liabilities that are not measured at Fair Value (but for which Fair Value Disclosures are Required)

Except for the financial assets carried at fair value (described in the above table), all other financial liabilities and financial assets held by the Council are carried in the Balance Sheet at amortised cost and have been assessed as Level 2. The fair values are calculated as follows:

2019/20 £'000	2019/20 £'000		2020/21 £'000	2020/21 £'000
Carrying Amount	Fair Value		Carrying Amount	Fair Value
978	1,029	Loans and Receivables (Long Term Debtors)	941	978
0	0	Finance Lease Liabilities	0	0
(3,507)	(3,507)	Non PWLB Borrowing	(3,502)	(3,502)
(16,575)	(25,010)	PWLB Borrowing	(16,575)	(21,615)

Fair value can be assessed by calculating the present value of the cash flows that take place over the remaining life of the instruments, using the following assumptions:

For loans receivable and leases - agreed at market rates. Fair Value is therefore calculated on the net present value of future cashflows over their remaining term and assuming no early repayment or impairment is recognised.

For loans borrowed from the PWLB fair value is calculated under PWLB debt redemption procedures by applying the premature repayment calculation. The PWLB would raise a penalty charge for early redemption (a premium) for additional interest that will not now be paid which would result in an exit price being £21.615m.

The authority has a continuing ability to borrow at concessionary rates (0.2 base points below standard rate) from the PWLB rather than from the markets. A supplementary measure of the additional interest that the authority will pay as a result of its PWLB commitments for fixed rate loans is to compare the terms of these loans with the new borrowing rates available from the PWLB. If a value is calculated on this basis, the carrying amount of £16.500m would be valued at £17.853m.

Short-term debtors and creditors are carried at cost (invoiced or billed amount) as this is a fair approximation of their value.

19. DEBTORS

2019/20 £'000		2020/21 £'000
565	Central Government Bodies	3,173
287	Other Local Authorities	2,138
0	NHS Bodies	0
1,158	Other Entities and Individuals	1,112
208	Trade	156
530	Prepayments	409
2,748	Total	6,988

20. CASH AND CASH EQUIVALENTS

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

2019/20 £'000		2020/21 £'000
1	Cash held by the Council	2
164	Bank Current Accounts	128
8,650	Short-term Deposits	13,858
8,815	Total	13,988

21. CREDITORS

2019/20 £'000		2020/21 £'000
860	Central Government Bodies	7,906
681	Other Local Authorities	508
0	NHS Bodies	0
3,977	Other Entities and Individuals	3,979
5,518	Total	12,393

22.**PROVISIONS**

	Outstanding Legal Cases	Injury & damage Compensation Claims	Business Rates	Other Provisions	Total
	£'000	£'000	£'000	£'000	£'000
Balance at 1 April 2020	0	(25)	(769)	(153)	(947)
Additional provisions made in year	0	(23)	(185)	(207)	(415)
Unused amounts reversed in year	0	0	74	153	227
Amounts used in year	0	10	80	0	90
Balance at 31 March 2021	0	(38)	(800)	(207)	(1,045)

Long term provisions total £0.038m and relate to injury compensation claims. A settlement date for these claims is unknown at this stage. Short term provisions total £1.007m 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

23.**USABLE RESERVES**

Movements in the Council's usable reserves are detailed in the Movement in Reserves Statement and also in Note 10 & 11.

24.**UNUSABLE RESERVES**

2019/20	SUMMARY	2020/21
£'000		£'000
(10,350)	Revaluation Reserve	(9,906)
0	Financial Instruments Revaluation Reserve	0
(9,423)	Capital Adjustment Account	(8,614)
0	Deferred Capital Receipts Reserve	(365)
0	Financial instruments Adjustment Account	0
(115)	Pooled Investment Funds (statutory override)	(93)
37,795	Pensions Reserve	48,605
102	Collection Fund Adjustment Account	2,950
154	Accumulated Absences Account	207
18,163	Total Unusable Reserves	32,784

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.

Restated 2019/20 £'000	Revaluation Reserve	2020/21 £'000
(13,211)	Balance at 1 April	(10,350)
(1,263)	Upward revaluations of assets	(405)
1,511	Downward revaluation of assets and impairment losses not charged to Surplus/Deficit on the Provision of Services	594
248	(Surplus) or Deficit on revaluation of non-current assets not posted to the (Surplus) or Deficit on the Provision of Services	189
82	Difference between fair value depreciation and historical cost depreciation	96
2,531	Accumulated gains on assets sold or scrapped	159
2,613	Amount written off to the Capital Adjustment Account	255
(10,350)	Balance at 31 March	(9,906)

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 and gains recognised on donated assets that have yet to be consumed by the authority.

The account also contains revaluation gains accumulated on Property, Plant and Equipment before April 2007, the date that the Revaluation Reserve was created to hold such gains.

Note 10 provides details of the source of all the transactions posted to the account, apart from those involving the Revaluation Reserve.

2019/20 £'000	Capital Adjustment Account	2020/21 £'000	2020/21 £'000
(12,372)	Balance at 1 April		(9,423)
	Reversal of items relating to capital expenditure debited or credited to the CIES		
831	Charges for depreciation and impairment of non-current assets	956	
3,058	Revaluation losses on Property, Plant and Equipment	2,437	
49	Amortisation of intangible assets	49	
1,613	Revenue expenditure funded from capital under statute	5,051	
6	Credit loss on Loans funded by Capital	(2)	
3,112	Amounts of non-current assets written off on disposal or sale as part of the (gain)/loss on disposal to the CIES	982	
8,669			9,473
(2,613)	Adjusting amounts written out of the Revaluation Reserve		(255)
6,056	Net written out amount of the cost of non-current assets consumed in the year		9,218
	Capital Financing Applied in the year:		
(359)	Use of Capital Receipts Reserve to finance new capital expenditure	(2,520)	
(858)	Capital grants and contributions credited to the CIES that have been applied to capital Financing	(3,318)	
837	Reversal of previous year grant applied capital financing	0	
(78)	Applications of grants to capital financing from the Capital Grant Unapplied Account	(12)	
(91)	Statutory provision for the financing of capital investment charged against the General Fund balance	(251)	
0	Voluntary provision for the financing of capital investment charged against the General Fund Balance	(707)	
(18)	Statutory provision charged against Capital Receipts Reserve for the repayment of loans funded by borrowing	(30)	
23	Loan Principal Repaid	33	
(2,638)	Capital expenditure charged against the General Fund balance	(1,575)	
(3,182)			(8,380)
75	Movement in market value of investment properties debited or credited to the Comprehensive Income & Expenditure Statement		(29)
(9,423)	Balance at 31 March		(8,614)

Deferred Capital Receipts Reserve

The Council has awarded a leisure centre management contract which contains an embedded lease. The Deferred Capital Receipts Reserve offsets the outstanding debt included in long and short term debtors for the interest in the equipment acquired by the lessee. The balance is reduced each year, when payments are received, and recognised as a capital receipt.

2019/20 £'000	Deferred Capital Receipts Reserve	2020/21 £'000
0	Balance at 1 April	0
0	Transfer of deferred sale proceeds credited as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	(430)
0	Transfer to the capital receipts reserve upon receipt of cash	65
0	Balance at 31 March	(365)

Pooled Investment Funds Adjustment Account

The Pooled Investment Funds Adjustment Account holds the Fair Value adjustments of Investments re-classified as Fair Value through the Profit and Loss (IFRS 9). There is a 5 year statutory override in place to prevent the fair value movement having an adverse effect on the CIES and General Fund. This unusable reserve will hold the fair value gains and losses until the investment is no longer held or the statutory override ends (Financial Year 2022/23).

2019/20 £'000	Pooled Investment Funds Adjustment Account	2020/21 £'000
(231)	Balance at 1 April	(115)
116	Fair Value adjustment	22
(115)	Balance at 31 March	(93)

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.

2019/20 £'000	Pensions Reserve	2020/21 £'000
42,609	Balance at 1 April	37,795
(7,097)	Remeasurement of the net defined benefit liability/(asset)	9,583
4,196	Reversal of items relating to retirement benefits debited or credited to the (Surplus) or Deficit on the Provision of services in the CIES	3,384
(1,913)	Employee pensions contributions and direct payments to pensioners payable in year	(2,157)
37,795	Balance at 31 March	48,605

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.

2019/20 £'000	Collection Fund Adjustment Account	2020/21 £'000
(348)	Balance at 1 April	102
450	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	2,848
102	Balance at 31 March	2,950

Accumulated Absences Account

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.

2019/20 £'000	Accumulated Absences Account	2020/21 £'000
168	Balance at 1 April	154
(168)	Settlement or cancellation of accrual made at the end of the preceding year	(154)
154	Amounts accrued at the end of the current year	207
(14)	Amount by which officer remuneration charged to the CIES on an accruals basis is different from remuneration chargeable in year in accordance with statutory requirements	53
154	Balance at 31 March	207

25. MEMBERS' ALLOWANCES

The following amounts were paid to Members of the Council during the year.

2019/20 £'000	Members' Allowances	2020/21 £'000
201	Basic Allowance	216
66	Special Responsibility Allowances	65
29	Expenses	7
296	Total expenditure	288

26. OFFICERS' REMUNERATION

Post Title		Salary (including fees & allowances)	Compensation for loss of office	Pensions Contributions	TOTAL
		£	£	£	£
Chief Executive	2020/21	122,325		35,560	157,885
	2019/20	101,752		27,457	129,209
Director of Corporate Services (Left 31/03/21 - previously Acting Director of Governance)	2020/21	83,432		23,935	107,367
	2019/20	76,845		19,072	95,917
Assistant Director Operational & Commercial Services (previously Interim Assitant Director of Operations)	2020/21	69,919		20,145	90,064
	2019/20	66,798		17,555	84,353
Assistant Director Finance, Business Support & Property Services (S151)* (previously Finance and Business Support Manager)	2020/21	69,259		19,834	89,093
	2019/20	63,924		16,409	80,333
Assistant Director Planning & Regeneration (started 05/12/2019)	2020/21	54,725		15,909	70,634
	2019/20	16,739		4,517	21,256
Assistant Director Homes & Communities (started 01/10/2020)	2020/21	31,250		9,084	40,334
	2019/20	0		0	0
Assistant Director Change Management & Regulatory Services (started 07/12/2020)	2020/21	21,411		6,224	27,635
	2019/20	0		0	0
Executive Director of Economic & Commercial Growth (Left 01/04/2020)	2020/21	264	66,705	77	67,046
	2019/20	95,105		25,663	120,768
Strategic Lead - Customer First (Left 30/09/2020)	2020/21	34,880	52,085	10,139	97,104
	2019/20	67,893		18,320	86,213

*Assistant Director Finance, Business Support & Property Services (S151) appointed to post on 1st July 2020.

The Council has now re-structured its Senior Management Team from a previous 3 Director Model to a Chief Executive model, work which commenced in the previous financial year. Post titles have been updated to reflect this change in the management structure and there has been a change in the posts that report direct to the Head of Paid Service (Chief Executive).

There were no taxable expenses allowances, other payments or bonus payments made to senior members of staff in 2019/20 or 2020/21.

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 2019/20	Remuneration Band	Number of Employees 2020/21
5	£50,000 to £54,999	3
1	£55,000 to £59,999	1
1	£60,000 to £64,999	1
2	£65,000 to £69,999	4
1	£70,000 to £74,999	0
1	£75,000 to £79,999	0
0	£80,000 to £84,999	1
0	£85,000 to £89,999	1
0	£90,000 to £94,999	0
2	£95,000 to £99,999	0
1	£100,000 to £104,999	0
0	£105,000 to £109,999	0
0	£110,000 to £114,999	0
0	£115,000 to £119,999	0
0	£120,000 to £124,999	1
14	Total	12

The number of exit packages with total cost per band and total cost of the compulsory and other redundancies for the Council in 2020/21 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	
	2019/20	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20	2020/21
£0- £20,000	0	1	2	0	2	1	10,860	6,998
£20,001 -£40,000	0	0	0	0	0	0	0	0
£40,001 -£60,000	0	2	0	0	0	2	0	105,861
Total	0	3	2	0	2	3	10,860	112,859

27. 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. The appointed auditors are Mazars Ltd.

2019/20 £'000	External Audit Costs	2020/21 £'000
33	Fees payable to the External Audit with regard to external audit services carried out by the appointed auditor for the year	33
6	Fees payable to the External Audit for the certification of grant claims and returns for the year	6
3	Fees payable in respect of other services provided by the External Audit during the year	0
42	Total	39

28. GRANT INCOME

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

2019/20 £'000		2020/21 £'000
	Credited to Taxation and non Specific Grant Income:	
0	Ministry of Housing, Communities and Local Government Revenue Support Grant	0
4,387	Business rate Retention Scheme	7,568
924	Ministry of Housing, Communities and Local Government - New Homes Bonus	736
	Ministry of Housing, Communities and Local Government - Covid 19 Grants	3,465
25	Capital Grants & Contributions - GLLEP Funding	35
0	Capital Grants & Contributions - S106 Beal Homes (Riverside Walk)	17
0	Capital Grants & Contributions - S106 Taylor Lindsey -Minister Fields	1,500
(951)	Capital Grants & Contributions prior year adjustments	0
743	Other Grants & Contributions	803
5,128	Total Non Specific Grant Income	14,124
	Credited to Services, Revenue Related:	
17,055	Department of Work & Pensions - Housing Benefit Allowance	15,895
700	Ministry of Housing, Communities and Local Government - Disabled Facilities Grants	794
237	Department of Work & Pensions - Housing Benefits Administration Grants	247
46	Lincolnshire County Council - GLLEP Funding	2,754
0	Ministry of Housing, Communities & Local Government Disabled Facilities Grants	3,416
0	Other Covid19 Grants	494
1,088	Other Grants & Contributions	578
19,126	Total Credited to Service	24,178

Liabilities

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 are included as liabilities on the Balance Sheet and at year end are as follows.

2019/20 £'000		2020/21 £'000
	Capital grants receipts in advance:	
1,605	S106 Agreements	1,978
483	HIF Southern SUE Funding	483
175	Lincolnshire County Council -GLLEP LOTS	675
	Revenue grants receipts in advance:	
1,091	DCLG - Business Rate Relief	0
53	DCLG - Covid-19 Support Grant	0
0	Mr Big	1
0	DWP New Burdens	2
0	Cabinet Office - Transaction Risking Project	49
0	LGA Firebrand Training Grant	7
0	Arts Council Mayflower Grant	40
3,407	Total	3,235

29. 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 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 28.

Councillors

Councillors have direct control over the Council's financial and operating policies. The total of members' allowances paid in 2020/21 is shown in Note 25.

During 2020/21, 9 Councillors and 5 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. A Councillor declared an interest in Hillcrest Park Properties Limited where a commercial loan of £0.2m was agreed, the loan is due to be repaid by the financial year 2028/29. The loan was provided after following the Council's loan procedures. The Council paid levies and additional drainage costs of £0.330m to four Internal Drainage

Boards where Councillors represented the Council, specifically; Witham 3rd IDB (3 councillors, £0.207m), Scunthorpe and Gainsborough Water Management Board (2 councillors, £0.057m), Upper Witham IDB (1 councillor, £0.047m), Ancholme IDB (1 councillor, £0.019m). In addition, the Council paid grants totalling £0.115m 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. The Council acted as an agent for Central Government issuing Covid-19 Grants, £0.162m was paid to organisations where Officers had declared a related party interest.

<https://www.west-lindsey.gov.uk/>

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 Urban Challenge Ltd and a payment of £0.025m was made by the Council to the organisation. The Council's Assistant Director Commercial and operational Services continues as a Director for WLDC Staffing Services Ltd, Surestaff Limited and WLDC Trading Limited. The Assistant Director for Planning and Regeneration became a Director to Market Street Renewal Ltd (part owned by WLDC) on 1st April 2020. The Council acted as an agent for Central Government issuing Covid-19 Grants, £0.031m was paid to organisations where Officers had declared a related party interest.

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 32

Preceptor as disclosed in the Collection Fund.

A number of Members of the Council are also elected Members of Lincolnshire County Council.

Lincolnshire Police & Crime Commissioner – preceptors as disclosed in the Collection Fund Note.

Parish Councils – a number of Members of the Council have been elected as Parish Councillors - Parish Precepts are disclosed in Note 12.

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 2020/21 the Council contributed £98,900 (£98,900 2019/20).

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 this group of 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 Ady Selby, who is also the Assistant Director of Commercial and Operational Services for the Council. The Company secretary is Tracey Bircumshaw who is also the Assistant Director Finance, Business Support and Property Services for the Council.

The Council had the following transactions with each of the companies.

Surestaff Lincs Ltd	2019/20 £	2020/21 £
Council Received	13,049	11,757
Council Paid Out	4,500	0
Covid-19 Grant (Small Business Grant Fund - WLDC acting as agent)	0	10,000
Loans Balance Brought Forward	32,000	32,000
Loans Issued in the financial year	4,500	0
Less Loans Repaid in the financial year	4,500	0
Loans Outstanding 31 March	32,000	32,000

WLDC Staffing Services Ltd	2019/20 £	2020/21 £
Council Received	8,869	18,921
Council Paid Out	620,250	630,682
Loans Balance Brought Forward	22,000	22,000
Loans Issued in the financial year	0	2,000
Loans Repaid in the financial year	0	7,000
Loans Outstanding 31 March	22,000	17,000

WLDC Trading Ltd was created as a holding company for the purpose of governance. West Lindsey District Council is the sole shareholder and WLDC Trading Ltd holds 1 share in WLDC Staffing Services Ltd and 200 shares in Surestaff Lincs Ltd.

Group Accounts have not been produced for 2020/21 incorporating the financial position of Surestaff (Lincs) Ltd and WLDC Staffing Services Ltd.

In 2016/17 West Lindsey District Council became a 50% shareholder of Market Street Renewal Limited. In 2016/17 West Lindsey District Council became a 50% shareholder of Market Street Renewal Limited. Sally Grindrod-Smith Assistant Director Planning and Regeneration at West Lindsey District Council is a Director. The company was primarily set up for the development and renovation of Market Street in Gainsborough.

The Council had the following transactions with Market Street Renewal Ltd:

Market Street Renewal Limited (MSRL)	2019/20 £	2020/21 £
Council Received	20,114	28,342
Council Paid Out	0	0
MSRL Share Capital	200	200
Loans balance brought forward	375,000	375,000
Loans issued in the financial year	0	0
Loans repaid in the financial year	0	17,500
Loans Outstanding 31 March	375,000	357,500
Grants issued	0	0

Group Accounts for this Joint Venture would be incorporated into the accounts using the equity method which means a proportionate share of the balance sheet for the company along with the profit and loss would be brought into the Council Accounts. The Council judged that the preparation of Group Accounts is not necessary under the Code of Practice and is of no material benefit to the users of the Statements of Accounts in understanding the Council position.

30. 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.

2019/20 £'000		2020/21 £'000
23,081	Opening Capital Financing Requirement Capital Investment	37,905
1,128	Property, Plant and Equipment	107
9,540	Assets Under Construction	3,840
0	Intangible Assets	37
5,682	Investment Properties	0
0	Long Term Shares Investment	0
66	Long Term Loan	0
0	Adjustment for non-capital loans	0
1,613	Revenue Expenditure Funded from Capital Under Statute	5,051
	Sources of Finance	
(359)	Capital Receipts	(2,520)
(936)	Government Grants and Contributions	(3,331)
837	Reversal of previous year grant applied capital financing	0
	<i>Sums set aside from Revenue:</i>	
(2,638)	Direct revenue contributions	(1,576)
(109)	Minimum Revenue Provision	(281)
0	Voluntary Revenue Provision	(707)
37,905	Closing Capital Financing Requirements	38,525
	Explanation of Movements in Year	
14,824	Increase/(Decrease) in underlying need to borrow (unsupported by Government financial assistance)	620
0	Assets Acquired under Finance Leases	0
14,824	Increase/(Decrease) in Capital Financing Requirement	620

The reversal of £837,000 in 2019/20 relates to a change to a grant funding agreement where financing had been applied against capital spend in 2018/19.

31.**LEASES****WEST LINDSEY DISTRICT COUNCIL AS LESSEE****Finance Leases**

The Council acquired eight shops in 1989 on long term leases (125 years) with all rents payable at minimal/nominal amount.

The Council acquired an administrative building in 2013 on a long term lease (83 years) with rent payable at minimal/nominal amount.

The Council acquired an Investment Property during 2017/18 for £2.49m on long term lease (219 years) with future lease payments at minimal/nominal amount. This property is sub-let under an operating lease for a period of 25 years (with 15 years remaining).

The Council acquired a further Investment Property in 2018/19 for £2.52m - the overflow car park element of the purchase acquired on long term lease (135 years) with future lease payments at minimal/nominal amount. This property is sub-let under an operating lease for a period of 35 years (with 18 years remaining).

The assets acquired under these leases are carried as Property and Investment Properties in the Balance Sheet at the following carrying amounts:

2019/20 £'000		2020/21 £'000
731	Other Land and Buildings	431
2,672	Investment Properties	2,434
0	Vehicles, Plant, Furniture and Equipment	0
3,403	Total	2,865

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 2020/21 no contingent rents were payable by the Council (2019/20 £0).

The Council has sub-let the properties held under these finance leases. At 31 March 2021 the minimum payments expected to be received under non-cancellable sub-leases was £5.54m (£5.91m at 31 March 2020).

Operating Leases

The Council has entered into operating leases for a depot and car park space, empty home and multi-function devices.

The future minimum lease payments due under non-cancellable leases in future years are:

2019/20 £'000		2020/21 £'000
30	Not later than one year	17
32	Later than one year and not later than five years	22
4	Later than five years	5
66	Total	44

The expenditure charged to the Our Place and Our Council Cluster lines in the Comprehensive Income and Expenditure Statement during the year in relation to these leases was:

2019/20 £'000		2020/21 £'000
31	Minimum lease payments	33
(2)	Contingent rents	(6)
4	Sublease Payments Receivable	4
33	Total	31

WEST LINDSEY DISTRICT COUNCIL AS LESSOR

Finance Leases

The Council leased out three properties on finance leases in the 1980's with remaining terms in excess of 60 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 2021 was £0m (£0.29m as at 31 March 2020). 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.

Within the leisure centre management contract for the sites at Market Rasen (commencement 2020) and Gainsborough 2018) there is an embedded finance lease of gym equipment. The lease term is 8 years for each site, representing the estimated useful economic life of an asset. The gross investment in the lease is made up of the minimum lease payments expected to be received over the remaining term. There is no residual value anticipated for the gym equipment when the lease comes to an end. The minimum lease payments comprise settlement of the long-term debtor for the interest in the equipment acquired by the lessee and finance income that will be earned by the authority in future years while the debtor remains outstanding. The gross investment is made up of the following amounts:

2019/20 £'000		2020/21 £'000
	Finance lease debtor (net present value of minimum lease payments):	
0	Current	63
0	Non-Current	353
0	Unearned finance income	(51)
0	Total	365

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

	Gross investment in the lease		Minimum Lease Payments	
	2020/21	2019/20	2020/21	2019/20
	£'000	£'000	£'000	£'000
Not later than one year	50	0	50	0
Later than one year and not later than five years	218	0	218	0
Later than five years	97	0	97	0
Total	365	0	365	0

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 2020/21 no contingent rents were receivable by the authority (£0 2019/20).

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 investment property returns to provide suitable affordable accommodation for local businesses and to bring empty properties back into use.

The net book value of these assets is £42.1m (2019/20 £38.3m)

The future minimum lease payments receivable in future years are:

2019/20 £'000		2020/21 £'000
1,570	Not later than one year	1,668
5,601	Later than one year and not later than five years	6,368
9,250	Later than five years	9,475
16,421	Total	17,511

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 2020/21 there were no contingent rents receivable by the Council (2019/20 £0).

32. 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 Barnett Waddingham. The following notes are based on the assumptions and reports received from the Actuary as at 31 March 2021. A full revaluation exercise is undertaken every 3 years, and this exercise was undertaken as at 31 March 2019, the next triennial review being due 31 March 2022. The 2019 Valuation assessed that the Council has a 77% funded scheme.

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 generated 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 Council 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:

2019/20 £'000	LOCAL GOVERNMENT PENSION SCHEME	2020/21 £'000
	<i>Comprehensive Income and Expenditure Statement</i>	
	Cost of Services	
3,055	Current Service Cost	2,380
103	Past Service Cost/(Gain)	118
	Financing and Investment Income and Expenditure	39
1,038	Net Interest Expense	847

4,196	Total Post-employment Benefits charged to the (Surplus) or Deficit on the Provision of Services	3,384
	Other Post-employment Benefits charged to the Comprehensive Income and Expenditure Statement	
	Remeasurement of the net defined benefit liability comprising:	
(5,608)	Return on plan assets (excluding the amount included in the net interest expense)	9,590
3,378	Actuarial Gains/(Losses) arising on changes in demographic assumptions	990
8,086	Actuarial Gains/(Losses) arising on changes in financial assumptions	(21,153)
1,241	Other actuarial Gains/(Losses) on assets	990
11,293	Total Post-employment Benefits charged to the Comprehensive Income and Expenditure Statement	(6,199)
	Movement in Reserves Statement	
(4,196)	Reversal of net charges made to the (Surplus) or Deficit for the Provision of Services for post-employment benefits in accordance with the Code.	(3,384)
	Actual amount charged against the General Fund Balance for the pensions in the year	
1,825	Employers' contributions payable to the scheme	2,070
88	Retirement benefits payable to pensioners	87
(2,283)	Net Movement in Reverses Statement (Note 11)	(1,227)

Pensions Assets and Liabilities Recognised in the Balance Sheet

The amount included in the Balance Sheet arising from the Councils obligation in respect of its defined benefit scheme is as follows:

2019/20 £'000	Balance Sheet	2020/21 £'000
(85,453)	Present value of the defined benefit obligation	(106,332)
47,658	Fair value of plan assets	57,727
(37,795)	Net liability arising from the defined benefit obligation	(48,605)

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

2019/20 £'000	Reconciliation of Fair Value of Scheme (Plan) Assets	2020/21 £'000
52,419	Opening fair value of scheme assets at 1 April	47,658
1,256	Interest Income	1,090
	Remeasurement Gains/(Losses)	
(5,608)	The return on plan assets, excluding the amount included in the net interest expense	9,590
1,825	Employer Contributions	2,070
450	Contributions paid by scheme participants	463
(2,684)	Benefits paid	(3,105)
0	Administration Expenses	(39)
47,658	Closing fair value of scheme assets at 31 March	57,727

Reconciliation of present value of the scheme liabilities (defined benefit obligation)

Funded Liabilities 2019/20 £'000	Reconciliation of present value of the scheme liabilities (defined benefit obligation)	Funded Liabilities 2020/21 £'000
95,028	Opening present value of scheme liabilities at 1 April	85,453
3,055	Current service cost	2,380
2,294	Interest cost	1,937
450	Contributions from scheme participants	463
	Remeasurement (Gains)/Losses	
(3,378)	Actuarial Gains/(Losses) arising on changes in demographic assumptions	(990)
(8,086)	Actuarial Gains/(Losses) arising on changes in financial assumptions	21,153
(1,241)	Other	(990)
103	Past service costs	118
(2,772)	Benefits paid	(3,192)
85,453	Closing present value of scheme liabilities at 31 March	106,332

2019/20 Fair Value of Scheme Assets £'000	2019/20 % of Total Assets %	Local Government Pension Scheme Asset Categories	2020/21 Fair Value of Scheme Assets £'000	2020/21 % of Total Assets %
		Equity Instruments		
2,081	4	Consumer	0	0
1,397	3	Manufacturing	0	0
565	1	Energy & Utilities	0	0
1,334	3	Financial Institutions	0	0
1,667	3	Health & Care	0	0
3,263	7	Information Technology	0	0
486	1	Other	0	0
		Private Equity		
413	1	All	0	0
		Real Estate		
3,980	8	UK Property	6,038	10
313	1	Overseas Property	0	0
		Investment Funds & Unit Trusts		
14,920	31	Equities	41,394	72
8,907	19	Bonds	7,948	14
1,064	2	Infrastructure	0	0
6,983	15	Other	0	0
		Cash & Cash Equivalents		
285	1	All	2,347	4
47,658	100	Total Assets	57,727	100

All scheme assets have quoted prices in active 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 Barnett Waddingham, 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 2019.

Significant Assumptions used by the Actuary

The significant assumptions used by the actuary have been:

Local Government Pension Scheme		
2019/20		2020/21
%	Long Term Expected Rate of Return on Assets in the Scheme	%
2.3	Equity Investments	2.0
2.3	Bonds	2.0
2.3	Property	2.0
2.3	Cash	2.0
Years	Mortality Assumptions	Years
	Longevity at 65 for current pensioners	
21.4	Men	21.1
23.7	Women	23.6
	Longevity at 65 for future pensioners	
22.4	Men	22.0
25.2	Women	25.0
%	Financial Assumptions	%
1.9	Rate of Inflation	2.8
2.2	Rate of increase in salaries	3.1
1.9	Rate of increase in pensions	2.8
2.3	Rate for discounting scheme liabilities	2.0
%	Take up option to convert pension into maximum retirement lump sum - within HMRC limits	%
50	Pre April 2008 service - Maximum additional tax-free cash	50
75	Post April 2008 service - Maximum tax-free cash	75

The estimation of the defined benefit obligations is sensitive to the actuarial assumptions set out in the table above. The sensitivity analysis below has been determined based on reasonably 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 2021		
0.1% decrease in Real Discount Rate	1.98	2,107
1 Year increase in Member Life Expectancy	4.83	5,139
0.1% increase in Salary Increase Rate	0.32	341
0.1% in the Pension Increase Rate (CPI)	1.64	1,748

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 using a prudent long term view. This will ensure that sufficient funds are available to meet all members'/dependants' benefits as they fall due for payment;
- to ensure that employer contribution rates are reasonably stable where appropriate;
- to minimise the long-term cash contributions which employers need to pay to the Fund, by recognising the link between assets and liabilities and adopting an investment strategy which balances risk and return (NB this will also minimise the costs to be borne by Council Tax payers);
- to reflect the different characteristics of different employers in determining contribution rates. This involves the Fund having a clear and transparent funding strategy to demonstrate how each employer can best meet its own liabilities over future years; and
- 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 2022.

The scheme will need to take account of the national changes to the scheme under the Public Pensions Services Act 2013. Under the Act, the Local Government Pension Scheme in England and Wales and the other main existing public service schemes may not provide benefits in relation to service after 31 March 2014 (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 £2.373m in contributions in 2021/22.

The weighted average duration of the defined benefit obligation for scheme members is 16.8 years as at 31 March 2021, and are as they stood at the most recent actuarial valuation as at 31 March 2019.

33.

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 grants 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. Whilst it is not possible to quantify appeals that have not yet been lodged with the Valuation Office the Council has made a provision based on historic trends however, there is a risk that national and local appeals may have a future impact on the accounts in excess of that provision.

Historic Planning Fees

The Council may be required to refund some historic planning fees under the Planning Guarantee, as denoted by Regulation 9A of the Town and Country Planning Regulations 2013. This only applies to applications submitted after 1 October 2013, which took more than 26 weeks to determine, and never had an agreed extension of time in writing.

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.

VAT Partial Exemption

The Council has breached the in year Partial Exemption de minimis which could result in a repayment of circa £1.1m. However, we have submitted our case to HMRC that this breach was a result of exceptional capital expenditure in year (Crematorium design and construction) and as evidenced over a 7 year period. At this time HMRC have issued a notification that they consider the breach to be exceptional but not insignificant and that £740k relating to 2019/20 is repayable. The Council, with the support of tax advisors will be appealing this decision.

34.

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 up to 2028 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 average amount of circa £0.128m over the last 2 financial years has been received.

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 £0.350m.

Truck Cartel

In April 2017 the European Commission published a decision on a truck cartel case in that truck manufacturers had colluded on price and emission technologies for a period of 14 years from 1997 to 2011. This decision could have an impact for the Council in that a claim may be due relating to any trucks (mainly larger trucks such as waste collection vehicles) that the Council either purchased or leased during those years. At this stage the claim is in its infancy and it could take quite a while before the size of the claim or an outcome is known.

HIF Grant

A Grant Funding agreement exists between the Council and Homes England for a Housing Infrastructure Fund £2.193m. The grant will assist in the delivery of 796 homes in the Southern Neighbourhood by Keepmoat Homes. The HIF Grant must be fully recovered by the Council and a legal charge has therefore been placed on the land. A roof tax of £2,755.25 per property will be payable, due when blocks of 45 properties are completed. As the roof tax is dependent on completion of properties, it is uncertain how quickly this money will be repaid to the Council.

Grant and Contributions

The Council is in the process of embarking on an ambitious programme of regeneration works within Gainsborough covering commercial, housing and leisure development. Funding of this investment will come not only from the Councils own resources but also via grants and contributions secured from external sources. Until these are 100% confirmed it is not possible to estimate the amount of expected future grants and contributions.

35. 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 commitment to make payments
- **Re-financing risk** - the possibility that the Council might be required to renew a financial instrument on maturity at disadvantageous rates or terms
- **Market risk** - the possibility that financial loss might arise for the Council as a result of changes in measures as interest rate movements and stock market 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.

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.

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 Link 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 :-
 - are UK banks: and/or
 - are non-UK and domiciled in a country which has a minimum sovereign Long Term rating of AA and have, as a minimum, the following Fitch, Moody's and Standard and Poors credit ratings (where rated):
 - Short Term F1
 - Long term A

- Banks 2 – Part nationalised UK banks – Royal Bank of Scotland. (These banks can be included if it continues to be part nationalised or it meets the ratings in Banks 1 above).
- Banks 3 – The Councils 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, treasury bonds and the DMADF)
- Local authorities, parish Councils etc.
- Supranational institutions
- Local Authority Property Asset Fund
- 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.

Except for Local Authority Property Asset Fund which will have a limit of £4m.

The full Investment Strategy for 2020/21 was approved by Full Council on 2 March 2020 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 £3m (£3m 2019/20) cannot be assessed generally as the risk of any institution failing to make interest payments or repay the principal sum will be specific to each individual institution. Recent experience has shown that it is rare for such entities to be unable to meet their commitments. A risk of irrecoverability applies to all of the Council's deposits. However, given the current unprecedented Covid-19 situation and the policy of containment; there is an impact on movement, economic activity and property markets (occupational and investment), the scale of the uncertainty surrounding property pricing and valuations means valuation estimates of the Property Fund should be viewed as less reliable than normal and therefore carry an uncertainty warning on value and performance. As such, it will only even out over time as greater evidence emerges from more efficient markets. The fund has been frozen for investments and redemptions at this time until the markets stabilise.

Amounts Arising from Expected Credit Loss

The changes in the loss allowance for each class of financial instrument i.e. investments at amortised cost, trade receivables etc:

Asset Class (amortised cost)	12 Month expected credit loss	Lifetime expected credit losses - not credit impaired	Lifetime expected credit losses - credit impaired	Lifetime credit losses - sim- plified approach	Total
	£'000	£'000	£'000	£'000	£'000
Opening Balance as at 1 April 2020	0	(37)	(4)	(1,387)	(1,428)
Transfers:					
Individual financial assets transferred to lifetime ex- pected credit losses credit impaired	0	0	(10)	10	0
Amounts Written off	0	0	0	38	38
Changes in models/risk pa- rameters	0	0	0	167	167
Other Changes				0	0
At 31 March 2021	0	(37)	(14)	(1,172)	(1,223)

Credit risk exposure

The Council has the following exposure to credit risk at 31 March 2021:

	Credit Risk Rating	Gross Carrying amount £'000
12-Month expected credit losses	AAA - Very Low AA - Very Low Very Low	4,820 9,001 3,093
Significant increase in credit risk since initial recognition	Very High High Medium Low Very Low	32 0 23 375 566
Credit-impaired at 31 March	Standard Debtors High Risk	13
Simplified Approach	Standard Debtors - Medium Risk Benefit Debtors - Medium Risk	328 1,744
At 31 March 2021	0	40,710

Excludes statutory debtors Council Tax and NNDR

The Council initiates a legal charge on property where, for instance, clients can not afford to pay immediately, usually in cases where the Council has carried out works to buildings in default of the owner. The total collateral at 31 March 2021 was £0.078m (£0.041m 31 March 2020)

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. Therefore, there is no significant risk that it will be unable to raise finance to meet its commitments under financial instruments. Instead, the risk is that the authority will be bound to replenish a proportion of its borrowing at a time of unfavourable interest rates.

The Maturity analysis of financial liabilities is as follows:

31 March 2020 £'000	Maturity Analysis of Financial Assets	31 March 2021 £'000
11,562	Less than 1 year	17,704
8	Between 1 and 2 years	8
0	Between 2 and 3 years	0
4,133	More than 3 years	4,389
15,703	Total	22,101

Refinancing and Maturity Risk

The Council maintains a significant debt and investment portfolio. Whilst the cash flow procedures above are considered against the refinancing risk procedures, longer-term risk to the Council relates to managing the exposure to replacing financial instruments as they mature. This risk relates to both the maturing of longer term financial liabilities and longer term financial assets.

The approved treasury indicator limits for the maturity structure of debt and the limits placed on investments placed for greater than one year in duration are the key parameters used to address this risk. The Council approved treasury and investment strategies address the main risks and the central treasury team address the operational risks within the approved parameters. This includes:

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

31 March 2020 £'000	Maturity Analysis of Financial Liabilities	31 March 2021 £'000
9,099	Less than 1 year	5,960
0	Between 1 and 2 years	
2,500	Between 2 and 5 years	2,500
5,500	Between 5 and 25 years	5,500
8,500	Between 25 and 50 years	9,000
25,599	Total	22,960

Market Risk

Interest Rate Risk

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

- Borrowings at variable rates - the interest expense charged to the Surplus or Deficit on the Provision of Services will rise
- Borrowing at fixed rates - the fair value of the liabilities borrowings will fall
- Investments at variable rates - the interest income credited to the Surplus or Deficit on the Provision of Services will rise
- Investments at fixed rates - the fair value of the assets will fall

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

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.

At 31 March 2021, if all interest rates had been 1% higher (with all other variables held constant) the financial effect would be:

	£'000
Increase in interest receivable on variable rate investments	3
Impact on Surplus or Deficit on the Provision of Service	3
Decrease in fair value of fixed rate borrowings liabilities (no impact on the Surplus or Deficit on the Provision of Services or Other Comprehensive Income and Expenditure)	4,016

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 19 – 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.

However, the Council holds £3m in the CCLA property fund that has a carrying value as at 31 March 2021 of £3.093m. However, any movements in price will not impact on the General Fund Balance as regulations are currently in force to remove the impact of the fair value movements on the tax payer.

Foreign Exchange Risk

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

36. CASH FLOW STATEMENT - OPERATING ACTIVITIES

The cash flow for operating activities include the following items:

2019/20		2020/21
£'000		£'000
311	Interest received	268
(306)	Interest paid	(397)
5	Total	(129)

37. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

Reconciliation 2020/21	As at 1 April £'000	Financing cash flows £'000	Non-cash changes		As at 31 March £'000
			Acquisition £'000	Other £'000	
Long-term borrowings	16,500	0	0	0	16,500
Short-term borrowings:					
Lease Liabilities	0	0	0	0	0
Other Short Term borrowing	3,581	0	0	(4)	3,577
Total liabilities from financing activities	20,081	0	0	(4)	20,077

Reconciliation 2019/20	As at 1 April £'000	Financing cash flows £'000	Non-cash changes		As at 31 March £'000
			Acquisition £'000	Other £'000	
Long-term borrowings	11,000	5,500	0	0	16,500
Short-term borrowings:					
Lease Liabilities	0	0	0	0	0
Other Short Term borrowing	32	3,500	0	49	3,581
Total liabilities from financing activities	11,032	9,000	0	49	20,081

38. 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.

The Council acted as an Agency of the Government in the distribution of £27.116m grants in relation to Business Support Grants. Of this £23.347m has been issued to Businesses. The remaining £3.769m is a creditor on the Council's balance sheet to be repaid to Government in 2021/22.

39. GROUP ACCOUNTS

The Council judged that the preparation of Group Accounts is not necessary under the Code of Practice and is of no material benefit to users of the Statement of Accounts in understanding the Council's financial position. Details of entities controlled or significantly influenced by the Council can be found in Note 30.

40. TRUST FUNDS

The Council acts as a custodian for funds of Hemswell Resident Company Ltd who's purpose is to supply estate management and other services to a private estate at Hemswell Cliff. The funds are held as a bare trust known as the Reserve Account with West Lindsey District Council acting as Trustee and Hemswell Resident Company Ltd as Beneficiary. The Council takes no decision on the funds use, however is contracted to provide services to the Company. The fund is currently £0.078m which is held as cash with a corresponding creditor liability on our balance sheet.

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. In 2020/21 The Council's Share was 40%, 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.

2019/20			COLLECTION FUND ACCOUNT		2020/21		
Council Tax £'000	Business Rates £'000	Total £'000	Income / Expenditure	Note	Council Tax £'000	Business Rates £'000	Total £'000
55,174	0	55,174	Income				
0	0	0	Net Council Tax Receivable	1	57,195	0	57,195
0	17,637	17,637	Section 13A 1C Transfer from General Fund		479	0	479
0	376	376	Net Business Rates Receivable	2	0	11,197	11,197
			Transitional Protection Payments receivable		0	43	43
55,174	18,013	73,187	Total Income		57,674	11,240	68,914
			Expenditure				
			<i>West Lindsey District Council</i>				
8,324	6,966	15,290	Precepts, Demands & Shares		8,663	7,299	15,962
220	344	564	Distributed Surplus/(Deficit)		215	(336)	(121)
			<i>Lincolnshire County Council</i>				
38,168	1,742	39,910	Precepts, Demands & Shares		40,110	1,825	41,935
995	290	1,285	Distributed Surplus/(Deficit)		988	(216)	772
			<i>Lincolnshire Police & Crime Commissioner</i>				
7,129	0	7,129	Precepts, Demands & Shares		7,538	0	7,538
176	0	176	Distributed Surplus/(Deficit)		184	0	184
			<i>Central Government</i>				
0	8,708	8,708	Precepts, Demands & Shares		0	9,123	9,123
0	(181)	(181)	Distributed Surplus/(Deficit)		0	(24)	(24)
			Cost of Collection Allowance		0	103	103
1	0	1	Write offs of uncollectable amounts		0	0	0
208	208	416	Increase/(Decrease) in Impairment Allowance		322	399	721
0	263	263	Increase/(Decrease) in Provision for Appeals		0	77	77
0	0	0	Transitional Protection Payments		0	0	0
0	197	197	Disregarded Amounts		0	205	205
0	62	62	Prior Year Adjustment		0	0	0
55,221	18,704	73,925	Total Expenditure		58,020	18,455	76,475
1,808	(13)	1,795	Surplus or (Deficit) b/fwd 1 April		1,761	(704)	1,057
(47)	(691)	(738)	Surplus or (Deficit) arising during the year	3	(346)	(7,215)	(7,561)
1,761	(704)	1,057	Surplus or (Deficit) c/fwd 31 March		1,415	(7,919)	(6,504)

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 and Crime Commissioner 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 2020/21 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, 806.69 (£1,747.25, 2019/20) and is multiplied by the ratio specified for the particular band to give an individual amount due.

The Council Tax Base for 2020/21 was 29,986.98 (29,532.83 2019/20). This increase between financial years is as a result of the reduction in long term empty properties, and new properties added to the rating list. The tax base for 2020/21 was approved by the Council meeting in January 2020 and was calculated as follows:

Valuation Band	No of Dwellings on Valuation List		Equivalent Dwellings after discounts, exemptions and reliefs and Local Council Tax Support Scheme		Ratio to Band D	Number of Band D Equivalent Dwellings	
	2019/20	2020/21	2019/20	2020/21		2019/20	2020/21
Disabled	0	0	22	25	5/9	13	14
Band A	16,214	16,405	10,239	10,490	6/9	6,826	6,993
Band B	8,055	8,122	6,585	6,645	7/9	5,121	5,168
Band C	7,647	7,708	6,635	6,712	8/9	5,898	5,966
Band D	5,758	5,827	5,285	5,369	9/9	5,285	5,369
Band E	3,452	3,502	3,220	3,268	11/9	3,936	3,994
Band F	1,433	1,457	1,340	1,365	13/9	1,935	1,972
Band G	521	522	492	486	15/9	820	810
Band H	67	67	48	50	18/9	95	100
Total	43,147	43,610	33,866	34,410		29,929	30,387
Deduction for non-collection, new build, demolition and other adjustments						(508)	(516)
Band D Equivalent for Council Tax Base						29,421	29,871
Band D Equivalent for Contributions in Lieu						112	116
Council Tax Base (Band D equivalent)						29,533	29,987

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 51.2p in 2020/21 (50.4p in 2019/20). The non-domestic rate multiplier for small businesses is 49.9p in 2020/21 (49.1p in 2019/20). Subject to the effects of transitional arrangements, local businesses pay rates calculated by multiplying their rateable value by this multiplier. Local rateable values totalled £48.991m at 1 December 2019 and were used to calculate the Business Rates Retention scheme amounts for 2020/21 (£48.836m in 2019/20). The Local rateable values totalled £49.037m at 31 March 2021. (£48.373m at 31 March 2020).

The introduction of the Business Rates Retention Scheme in 2013/14 resulted in local authorities retaining a proportion of the total collectible rates due rather than paying the whole Business Rates to the central pool (WLDC 40%, Lincolnshire County Council 10% and Central Government 50%).

The business rates shares payable for 2020/21 were estimated before the start of the financial year as £1.825m (£1.742m 2019/20) to Lincolnshire County Council, £9.123m (£8.708m 2019/20) to Central Government with £7.299m (£6.966m 2019/20) retained by West Lindsey District Council. These sums have been paid in 2020/21 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 £3.583m in 2020/21. (£3.525m 2019/20) to the Lincolnshire Business Rates Pool.

The total income from business rate payers collected in 2020/21 was £11.1977m (£17.637m 2019/20).

In addition to the tariff, a 'safety net' figure is calculated at 92.5% for 2020/21 (92.5% for 2019/20) of baseline amount which ensures that authorities are protected to this level of Business Rates income. The safety net figure for the Council is £2.796m (£2.751m 2019/20). 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 Council Tax Collection Fund is distributed between billing and precepting authorities in the proportion of the precepts raised. The calculation of the year end position is made on the 15 January each year and is taken into consideration when setting the Council Tax for the following year. In 2020/21 the Council received £0.215m (£0.220m in 2019/20), its share of the 2019/20 Council Tax estimated surplus.

The actual cumulative Collection Fund deficit of £6.504m at 31 March 2021 (£1.057m surplus 31 March 2020). This is made up of NNDR deficit of £7.919m (£0.704m 31.3.20) and Council Tax Surplus of £1.415m (£1.761m 31.3.21) There has been an increase in the provision for appeals in 2020/21 with the total provision at £1.999m. (£1.921m 2019/20)

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:

2019/20			2020/21		
CTAX	Business Rates		CTAX	Business Rates	Total
£'000	£'000		£'000	£'000	£'000
273	(375)	West Lindsey District Council	218	(3,168)	(2,950)
1,254	(210)	Lincolnshire County Council	1,006	(792)	214
234	0	Lincolnshire Police and Crime Commissioner	191	0	191
0	(119)	Central Government	0	(3,959)	(3,959)
1,761	(704)	Balance at 31 March	1,415	(7,919)	(6,504)

**INDEPENDENT AUDITOR'S REPORT TO
THE MEMBERS OF WEST LINDSEY
DISTRICT COUNCIL REPORT ON THE
FINANCIAL STATEMENTS**

This page has been left intentionally blank

This page has been left intentionally blank

This page has been left intentionally blank

This page has been left intentionally blank

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 through:

- 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.

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, usable capital receipts and contributions which have been used to fund capital expenditure and to repay borrowing (Minimum Revenue Provision). 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.

CONSTRUCTION CONTRACTS

A contractual obligation for the construction or enhancement of Property, Plant and Equipment.

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.

CREDIT RISK EXPOSURE

The value of the position exposed to default. Credit Risk is the risk that a financial loss will be incurred if a counterparty to a transaction does not fulfil its financial obligations in a timely manner.

CURRENT EXPENDITURE

Expenditure on running costs such as that in respect of employees, premises and supplies and services./

DEFERRED CREDITS/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 or financial leases out. 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.

EXPECTED CREDIT LOSS

The utilisation of historic, current and forward-looking information to assess the expected impairment of a financial instrument that are possible with 12 months of the reporting date or lifetime of the financial instrument.

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 that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants as the measurement date.

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.

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 (currently 50% Central Government, 40% Council, 10% County Council).

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.

SEGMENTAL

An analysis of income or expenditure over the Council's reporting service clusters.

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 publish and issue the Statements for Audit by 31 May and approve the Statements by 31 July 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.

TRADING OPERATIONS

Services provided to users on a basis such as quoted price or schedule of rates and within a competitive environment.

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.

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

01427 676676 تاملول عملہ نام دیڑمل کباصع

01427 676676 За повече информация пръстен

01427 676676 Lisainformatsiooni ring

01427 676676 अधिकि जानकारी के लिए रगि

01427 676676 További információ gyűrű

01427 676676 Lai iegūtu vairāk informācijas gredzenu

01427 676676 Norėdami gauti daugiau informacijos žiedo

01427 676676 Aby uzyskać więcej informacji na ring

01427 676676 Pentru mai multe informații inel

01427 676676 За више информација назовите

01427 676676 ے ے ی شوگنا کے تاملول عملہ دیڑم



Governance and Audit Committee Workplan as at 12 July 2021

Purpose:

This report provides details of reports scheduled for committee for the 2021/22 civic year.

Recommendation:

1. That members note the report.

Date	Title	Lead Officer	Purpose of the report
20 JULY 2021			
15 Jun 2021	Unaudited Statement of Accounts 2020-21	Caroline Capon, Corporate Finance Team Leader	Unaudited Statement of Accounts 2020-21
20 Jul 2021	Annual Fraud Report 2020/21	Tracey Bircumshaw, Assistant Director of Finance and Property Services and Section 151 Officer	To present to members work undertaken to mitigate fraud, report on any instances of fraud and action plan for 2021/22
20 Jul 2021	Draft Annual Governance Statement 2020/21	James O'Shaughnessy, Head of Policy Strategy and Sustainable Environment / Deputy Monitoring Officer	To present the draft AGS for 2020/21
20 Jul 2021	Annual Voice of the Customer Report 2020/21	Natalie Kostiuk, Customer Experience Officer	To summarise customer feedback from the year 2020/21 and analyse customer contact and demand data to provide a clear view of the voice of the customer.
20 Jul 2021	Internal Audit Quarter 1 Report 21/22	James Welbourn, Democratic and Civic Officer	From Assurance Lincolnshire
20 Jul 2021	Internal Audit Annual Report 2020/2021	James Welbourn, Democratic and Civic	Assurance Lincolnshire Report for 2020/2021

Page 234

Officer

28 SEPTEMBER 2021

28 Sep 2021	Audited Statement of Accounts	Caroline Capon, Corporate Finance Team Leader	Audited Statement of Accounts
28 Sep 2021	Report to those charged with Governance - EXTERNAL AUDIT COMPLETION REPORT - ISA 260	Caroline Capon, Corporate Finance Team Leader	To present to those charged with governance, the External Audit report on the quality of the Statement of Accounts and Annual Governance Statement 2020/21.
28 Sep 2021	Six Month Review of Strategic Risks	James O'Shaughnessy, Head of Policy Strategy and Sustainable Environment / Deputy Monitoring Officer, Emma Redwood, Assistant Director People and Democratic Services	To present the strategic risks facing the Council as at
28 Sep 2021	Local Government and Social Care Ombudsman (LGO) Annual Review Letter Report 2020/21	Natalie Kostiuk, Customer Experience Officer	Report on the Local Government and Social Care Ombudsman Annual Review letter 2020/21 covering complaints referred to them between April 2020 and March 2021. Examining upheld complaints, learning actions and benchmarking with other authorities.
28 Sep 2021	Annual Governance Statement 2020/21 and Action Plan	James O'Shaughnessy, Head of Policy Strategy and Sustainable Environment / Deputy Monitoring Officer	The AGS and action plan for 2020/21

9 NOVEMBER 2021

9 Nov 2021	Internal Audit Quarter 2 Report 21/22	James Welbourn, Democratic and Civic Officer	From Assurance Lincolnshire
------------	---------------------------------------	--	-----------------------------

11 JANUARY 2022

7 Mar 2022	Draft Treasury Management Strategy 2022-23	Caroline Capon, Corporate Finance Team Leader	Draft Treasury Management Strategy
11 Jan 2022	Internal Audit Quarter 3 Report 21/22	James Welbourn, Democratic and Civic Officer	From Assurance Lincolnshire
8 MARCH 2022			
8 Mar 2022	Accounts Closedown 2021/22 Accounting Matters	Caroline Capon, Corporate Finance Team Leader	To review and approve the accounting policies, actuary assumptions and materiality levels that will be used for the preparation of the 2021/22 accounts. For the External Auditor to explain the process of the External Audit of the Statement of Accounts and approach to the Value for Money audit 2021/22.
8 Mar 2022	Internal Audit Draft Annual Plan 2022/2023	James Welbourn, Democratic and Civic Officer	From Assurance Lincolnshire
8 Mar 2022	External Audit Strategy Memorandum (Plan) for 2021/22	Caroline Capon, Corporate Finance Team Leader	To present the 2021/22 External Audit Strategy from our External Auditors, Mazars.
12 APRIL 2022			
12 Apr 2022	Internal Audit Quarter 4 Report 21/22	James Welbourn, Democratic and Civic Officer	From Assurance Lincolnshire
12 Apr 2022	Certification of Grants and Returns 2020/21	Caroline Capon, Corporate Finance Team Leader	To present the Housing Benefit Subsidy Claim Audit for 2020/21 from our External Auditor, Mazars