

**AGENDA**

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

**Governance and Audit Committee  
Tuesday, 19th July, 2022 at 10.00 am  
Council Chamber - The Guildhall**

**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 Mrs Caralyne Grimble  
Councillor Mrs Angela White  
Alison Adams  
Andrew Morriss

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 14 June 2022.
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** (PAGES 9 - 10)  
Matters Arising schedule setting out current position of previously agreed actions as at 11 July 2022.
6. **Public Reports for Consideration**
- a) Unaudited Statement of Accounts 2021-22 (PAGES 11 - 140)
  - b) Internal Audit Annual Report 2021/2022 (PAGES 141 - 167)
  - c) Draft Annual Governance Statement 2021-22 (PAGES 168 - 181)
  - d) Annual Voice of the Customer Report 2021/22 (PAGES 182 - 216)
7. **Workplan** (PAGES 217 - 218)

Ian Knowles  
Head of Paid Service  
The Guildhall  
Gainsborough

Monday, 11 July 2022

## WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Governance and Audit Committee held in the Council Chamber - The Guildhall on 14 June 2022 commencing at 2.00 pm.

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

Councillor Stephen Bunney  
Councillor Mrs Caralyne Grimble  
Councillor Mrs Angela White  
Councillor Mrs Angela Lawrence  
Andrew Morriss

**Also Present:** Councillor David Dobbie

**In Attendance:**  
Emma Foy Director of Corporate Services and Section 151  
Emma Redwood Assistant Director People and Democratic Services  
Alastair Simson Principal Auditor, Lincolnshire County Council  
Katie Storr Democratic Services & Elections Team Manager  
Andrew Warnes Democratic and Civic Officer

**Apologies:** Councillor Mrs Tracey Coulson  
Councillor Christopher Darcel  
Alison Adams

**Membership:** Councillor Mrs Angela Lawrence substituted for Councillor Mrs Tracey Coulson

### 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 12 April 2022 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

With no comment, the Matters Arising Schedule was duly **NOTED**.

#### 5 TO CONSIDER MAKING A RECOMMENDATION TO COUNCIL REGARDING THE FUTURE START TIMES FOR THE GOVERNANCE AND AUDIT COMMITTEE

Members considered a proposal from the Chairman to make a recommendation to Council from the Governance and Audit Committee to amend the start times for the Committee for the rest of the civic year.

The Chairman detailed that at the Annual Council meeting held on 9 May 2022, Members voted to amend the start time of the Governance and Audit Committee. The Chairman then informed that this change was not convenient. To amend any change back to 10 AM, the Chairman stated that the most direct provision was for Committee to make a recommendation.

The Chairman explained that a motion or amendment to rescind or vary a decision made at a meeting of Council within the past six months could not be moved unless at least 10 Members signed a notice of motion or upon the recommendation of a committee. Every such notice or recommendation shall refer to the resolution to be rescinded or varied.

The Chairman then asked the permanent Members of the Committee who were present and a substitute Member for the Committee who was also present. The Chairman referred to a conversation with an absent Member about her opinion on the most suitable time for the Governance and Audit Committee.

**Note:** Councillor C. Grimble entered the Chamber at 2.06 pm

During this item, multiple issues were raised. Regarding training, Members heard that with the 'Virtual First' policy implemented at the Annual Council meeting on 9 May 2022, training would likely be held in the preceding days before the Committee meeting.

There was also discussion regarding the availability of Councillors and other responsibilities, which included 'dual hatted' councillors and those in work.

As a point of information, the Vice-Chairman clarified that councillors have no right to be released from employment contracts. The Member also clarified that you could not assume you could get a Member to the meeting.

After the discussion, the Chairman stated that the following recommendation should be made to Council. Having been proposed and seconded, on being put to the vote, it was

**RESOLVED** that it be **RECOMMENDED** to Council that Minute 87 resolution (c) from the Annual Meeting of Council held on 9 May 2022 relating to the commencement time for Governance and Audit Committee be varied, so that the Governance and Audit Committee meet at 10.00 am for the remainder of the civic year.

After taking the vote, the Chairman also suggested that a further amendment be made to the

Constitution, namely: -

To insert into paragraph 5.1 of Part V, the Rules of Procedure:

“Where necessary and expedient, the Head of Paid Service can vary the time of committee meetings in consultation with the Chairman of the Committee, and where practicably, the Committee as well.”

indicating any such amendment would require Council approval.

Having been proposed and seconded, on being put to the vote, it was

**FURTHER RESOLVED** that it be **RECOMMENDED** to Council that the following be inserted into the Constitution, following paragraph 5.1, of Part V, in the Rules of the Procedure, “Where necessary and expedient, the Head of Paid Service can vary the time of committee meetings in consultation with the Chairman of the Committee, and where practicably, the Committee as well.”

In response to a point of information regarding whether the recommendation would state how Members voted on the above, the Democratic and Elections Team Manager confirmed that the recommendation would only state the recommendation had been supported.

It was also noted by a Member that guidance related to the governance of meetings suggested that abstentions are not recorded unless requested and that if a vote only has in favour and abstentions, it would still be recorded as unanimously in favour, abstentions were not a vote against and in effect simply reduced the number of Member voting.

## 6 INTERNAL AUDIT QUARTER 4 REPORT 21/22

Members considered the Internal Audit Quarter 4 Report 21/22 by Assurance Lincolnshire against the 2021/22 annual programme agreed by the Governance and Audit Committee in March 2021.

In the presenting report, the Officer highlighted to the Committee that during the period since the last report, Internal Audit had completed six assurance audits and had six audits in progress, with three of these at the draft report stage.

Internal Audit had completed 92% of the revised 21/22 plan, which was found in Appendix 2 of the report pack. The six audits which had been completed were:

- Strategic Risk, which included an Inability to maintain critical services and deal with emergency events – High Assurance
- Vulnerable Communities Follow-up – Substantial Assurance
- ICT Network infrastructure and Security – Substantial Assurance
- Insurance – Substantial Assurance
- Carbon Management – Substantial Assurance
- Corporate Plan & Golden Thread Follow-up – Substantial Assurance

The six which were in progress included:

- ICT Cloud/hosted services – Draft report
- ICT Disaster Recovery and Backup – Draft report
- ICT Helpdesk Follow-up – Draft report
- Flooding – Fieldwork stage
- Value for Money – Fieldwork stage
- Key Control and ERP – Fieldwork stage

#### Other Work

- Completion of the Annual Combined Assurance Report
- Completion and sign off the certification of Flood Grants.

Debate ensued on the contents of the report, with Members questioning multiple aspects and providing statements from the report.

**Note:** Councillor A. Lawrence left the Chamber at 2.30 pm

There was a discussion on the flooding review, which a Member stated was a historical problem, and hoped that the Internal Auditors would look at the history of flooding. The Assistant Director for People and Democratic Services gave assurance that the Authority was working with the local flooding board and ongoing work.

There was also discussion on the quarterly IT CISCO review, which the Principal Auditor assured Members was revisited every year and could be embedded into future audits.

In response to a query from a Member about Full Council receiving an annual audit report, Members heard that the recommendation from CIPFA was a longer-term process and that consultation was ongoing. Another member also mentioned that the code was more likely to benefit an executive model local authority.

Having been moved and, seconded, on being put to the vote it was unanimously

**RESOLVED** that having considered the content of the report, no further actions be identified.

## 7 ANNUAL COUNTER FRAUD REPORT 2021/22

Members considered the Annual report on identified fraud during 2021/22 and the proactive measures undertaken to counter fraud during the year, and actions for the following year.

Leaders of public service organisations had a responsibility to embed effective standards for countering fraud and corruption in their organisations. This supported good governance and demonstrated effective financial stewardship and strong public financial management.

Published in October 2014, the CIPFA Code of Practice on Managing the Risk of Fraud & Corruption set out the principles that defined the governance and operational arrangements necessary for an effective counter-fraud response.

These principles underpinned the Council's approach, which supported the management of the risk of fraud and corruption. The Council promoted a zero-tolerance culture of fraud and

corruption. The following Strategy Statement was being considered:

“West Lindsey District Council is determined that the culture and tone of the organisation is one of honesty, openness and absolute opposition to fraud and corruption. The Council’s expectation on propriety and accountability is that members and staff at all levels will observe the highest standards in ensuring adherence to legal requirements, rules, procedures and practices.’ (West Lindsey District Council – Anti Fraud & Corruption Strategy v2 2022).”

The Council maintained a suite of strategies and policies to support the effective management of the prevention, detection and investigation of fraud and corruption (Anti-Fraud & Corruption Strategy and Response Plans; Whistleblowing Policy and Anti Bribery Policy). Counter fraud activity during the year had delivered a programme of proactive and reactive work to complement the Internal Audit Strategy and Annual Plan focusing resources against assessed problems.

**Note:** Councillor D. Dobbie left the Chamber at 2.43 pm

Debate ensued, and Members posed several questions. In response to a question about the notification and lack of successful fraud attempts, the Director of Corporate Services informed Members that this was due to multiple factors. These included that the Council operated a secured network and had officers fully trained, with prior internal controls in place. A separate Member congratulated the Finance team on the low amounts of error in the payments.

The Officer also referenced the process for paying Covid-19 business grants, to which, despite minor, insignificant errors, the Council successfully supplied the grants through three different verification processes.

Having been moved and seconded on being put to the vote it was unanimously

**RESOLVED** that Members the contents of the report and supported the counter fraud work that protected the Authority’s interests be endorsed.

## 8 WORKPLAN

The Chairman reminded Members, subject to confirmation at the next Full Council meeting on 4 July 2022, that the meeting time for the Governance and Audit Committee would likely be 10 am.

During this item the Chairman again expressed thanks to retiring member, Peter Walton, for his work and guidance, which he personally had found to be incredibly valuable and for many at the Council.

Noting the draft accounts were due at the next Committee, a Member queried when the Committee would receive their training, suggesting this should be prior to the draft accounts as opposed to the final accounts. The Director of Corporate Services outlined the rationale for training Members prior to the final accounts with the Chairman indicating this would be discussed further at his next Chairman’s briefing. It was hoped the on-line offer may be

available by this stage too.

The Workplan as set out in the report was **NOTED**.

The meeting concluded at 2.55 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 |
| Green   | Member Training for Statement of Accounts                                  | Taken from 14 June 2022 Meeting Minutes: "Noting the draft accounts were due at the next Committee, a Member queried when the Committee would receive their training, suggesting this should be prior to the draft accounts as opposed to the final accounts. The Director of Corporate Services outlined the rationale for training Members prior to the final accounts with the Chairman indicating this would be discussed further at his next Chairman's briefing. It was hoped the on-line offer may be available by this stage too." | See action required. Update (1st July 2022): Item was discussed at today's Chair's Briefing, with plans for future training sessions to be organised by the Section 151 Officer, with assistance by Democratic Services. | 29/11/22 | Emma Foy     |
| Green   | Climate Change and Sustainability Risk inclusion in Strategic Risks Review | This action is taken from the extract from the draft Minutes from the Governance and Audit Committee Meeting on Tuesday 12 April 2022: "There was a discussion on the merits of including a separate climate change and sustainability risk, with a Member referencing the work of the Council in recent years. The Officer informed the Committee that further consideration                                                                                                                                                              | Please see the action required. This was a requested action raised by a Member of the Committee, and agreed to be considered by the Monitoring Officer.                                                                  | 31/10/22 | Emma Redwood |

|              |                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                     |          |              |
|--------------|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------|
|              |                                                                                                     | would be given to this matter and the outcome reported in the next review of strategic risks report."                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                     |          |              |
| <b>Green</b> | Frequently Asked Question Section for 2023 Members Induction                                        | This action is taken from the extract from the draft Minutes from the Governance and Audit Committee Meeting on Tuesday 12 April 2022: " It was suggested by Members that [the inclusion of a Frequently Asked Questions on Council / Committee procedure rules] should be part of Members Induction and that a 'Frequently Asked Questions' quick reference guide may be of assistance In responding, the Assistant Director advised that the report did suggest Procedure Rules Training should form part of Members Induction in 2023, and furthermore would be considered mandatory for all Chairmen. The suggestion for a 'Frequently Asked Questions' section/booklet was welcomed by Officers, and would be considered for inclusion in the Members Induction Pack. | See Action Required.                                                                                                                                                | 30/12/22 | Katie Storr  |
| <b>Green</b> | Implementation and re-alignment of scheme of Officer delegation and new senior management structure | This action is taken from the extract from the draft Minutes and agreed action from the Governance and Audit Committee Meeting on Tuesday 12 April 2022: "(g) that the Monitoring Officer use current delegated powers, engaging the Chief Executive, and in consultation with Chairman of the Governance and Audit, to re-align the scheme of Officer delegation, on implementation of a new senior management structure (Section 4)."                                                                                                                                                                                                                                                                                                                                    | See action required. This is an action that was recommended to Council, and it was agreed at Annual Council on 9 May 2022 that the 'action required' be acted upon. | 03/10/22 | Emma Redwood |



**Governance and Audit  
Committee**

**19 July 2022**

**Subject: Unaudited Statement of Accounts 2021-22**

|                    |                                                                                                                                                      |
|--------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| Report by:         | Direct of Corporate Services and Section 151 Officer                                                                                                 |
| Contact Officer:   | Emma Foy<br>Director of Corporate Services and Section 151 Officer<br><a href="mailto:Emma.foy@west-lindsey.gov.uk">Emma.foy@west-lindsey.gov.uk</a> |
| Purpose / Summary: | The 2021/22 Unaudited Statement of Accounts is presented for scrutiny                                                                                |

**RECOMMENDATION(S):**

That Members pre- scrutinise the attached Unaudited Statement of Accounts. Any comments of this Committee will be referred to the 151 Officer and External Auditors, Mazars.

## IMPLICATIONS

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

**(N.B.) Where there are legal implications the report MUST be seen by the MO**

### **Financial: FIN/52/23/EVF**

The Unaudited Statements of Accounts 2021/22 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 £1.612m, of which £0.828m relates to one off budget provision for projects funded from reserves and which have approval for carry forward as they span financial years. After a transfer to fund resourcing needs of £0.25m, this leaves a £0.534m surplus which will be transferred to the General Fund Balance.

Long Term assets total £64.478m.

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

- General Fund working balance totals £5.406m,
- General Fund Earmarked reserves total £19.214m
- Usable Capital receipts reserve £1.472m
- Capital Grants unapplied £2.516m

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

**(N.B.) All committee reports MUST have a Fin Ref**

**Staffing:** None arising from this report.

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

**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 2021/2 (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 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 2022. Audited accounts must be published by 30 November 2022.
- 1.3 The Committee is presented with the Unaudited Statement of Accounts, which was approved for issue by the S151 Chief Finance Officer on 11th July to the auditor, Mazars which is prior to the statutory deadline of 31 July 2022, 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 at the October Audit Committee meeting.
- 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 Statement of Accounts, and all supporting documentation is available for inspection by the electorate and must include the period from 25th July 2022 to 5 September 2022 by appointment only. From 25th July 2022 to 5 September 2022, 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 Director of Corporate Services.

## **2 The Statement of Accounts**

The Unaudited Statement of Accounts 2021/22 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 raised through Council Tax. In 2021/22 there was a surplus on the Provision of Services totalling £0.933m (£0.219m surplus 2020/21).

### **3.3 Movement in Reserves Statement (MIRS)**

This Statement shows the movement in the year on the different 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 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 £28.608m (£29.089m 2020/21).

### **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 £28.0508m (£29.089m 2020/21). 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 basis and total a deficit of £19.645m (£31.632m 2019/20) thus giving a net balance sheet position of £8.963m where

assets exceed liabilities and Usable Reserves exceed Unusable Reserves. (£2.703m, Net Liabilities)

### **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 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 £3.065m (increase of £5.173m 20/21). 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 2021/22**

It is anticipated that the audit fee for this Statement of Accounts will be approximately £50,000 taking into consideration 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 2021/22 attached at Appendix A auditors. The final Audited Statement of Accounts will be presented to Governance and Audit Committee on 11 October 2022.



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.

5.3 Members note the scale fee for the External Audit of the Statement of Accounts for 2020/21.

## **6 Recommendations**

6.1 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.

# Statement of Accounts and Annual Governance Statement 2021/22

## Unaudited Statement



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# 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 2021/22. In a year of many challenges, the accounts not only provide details of the Council's financial position for 2021/21 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 be where people, businesses and 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 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 £121k to local groups, generating £665k in external match funding for the District, achieving £5.49 for every £1 invested, this is an increase of £1.49 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 are delivering new homes. 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.

Our Finance and Systems teams have successfully implemented a new Enterprise Resource Planning system which will deliver future savings and efficiencies across multiple service areas.

I would like to thank the staff of West Lindsey District Council in contributing to our continued success.



**Great Limber pond**

## Message from the Director of Corporate Services and Section 151 Officer – Emma Foy

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 table 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 2021/22 after consideration by the Department for Levelling Up, Housing and Communities and in consultation with stakeholders, that the draft accounts must now be submitted for audit by 31 July 2022 (rather than 31 May) and the timeline for the conclusion of the audit is 30 November 2022.

This year has seen significant progress against our Executive Business Plan which detailed the actions that we will take to support delivery of the Corporate Plan objectives.

We have successfully bid for £10m of funding from the Levelling Up Fund to create a Thriving Gainsborough; implemented a new ERP system and delivered £7.172m of grants to local businesses to support them in recovery but also in the wake of the Omicron variant of Covid-19.

West Lindsey District Council has continued its commercial approach in managing the reduced government funding whilst maintaining quality services, supporting communities and maintaining financial sustainability. Over the last year a number of services have been supported with additional resources.

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.



We have once again shown good financial stewardship over the year as reflected in these accounts and delivered a small surplus from services of £0.934m. This compares with the accounting surplus of £10.572m shown in the Comprehensive Income and Expenditure Statement on page 36. These two numbers are reconciled on pages 39 and subsequent pages, 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 £19.2m being set aside for significant investment and service improvement initiatives. The General Fund balance stands at £5.661m which is above our minimum requirement of £2.5m, and will provide increased opportunities for investment and development across the district and within the Authority. This position has 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 DLUHC. No further long term borrowing has been undertaken during 2021/22.

In terms of future financial risks, during the year the government has delayed the implementation of Fair Funding which seeks to revise the funding arrangements for Local Authorities for the financial year 2022/23, in addition to undertaking a review of Business Rates Retention Scheme. We have engaged fully with consultations and will continue to seek to influence the outcome in the best interests of West Lindsey residents.

As we recover from the Covid emergency we see it as important we continue to build on the relationship with our residents, communities and our businesses to support each other through the next few years. The national economy has stalled due to the need to close down much of the consumer services. We will need to work together for everyone to recover from this setback and achieve our aspirations.



**Marshall's Yard, Gainsborough**



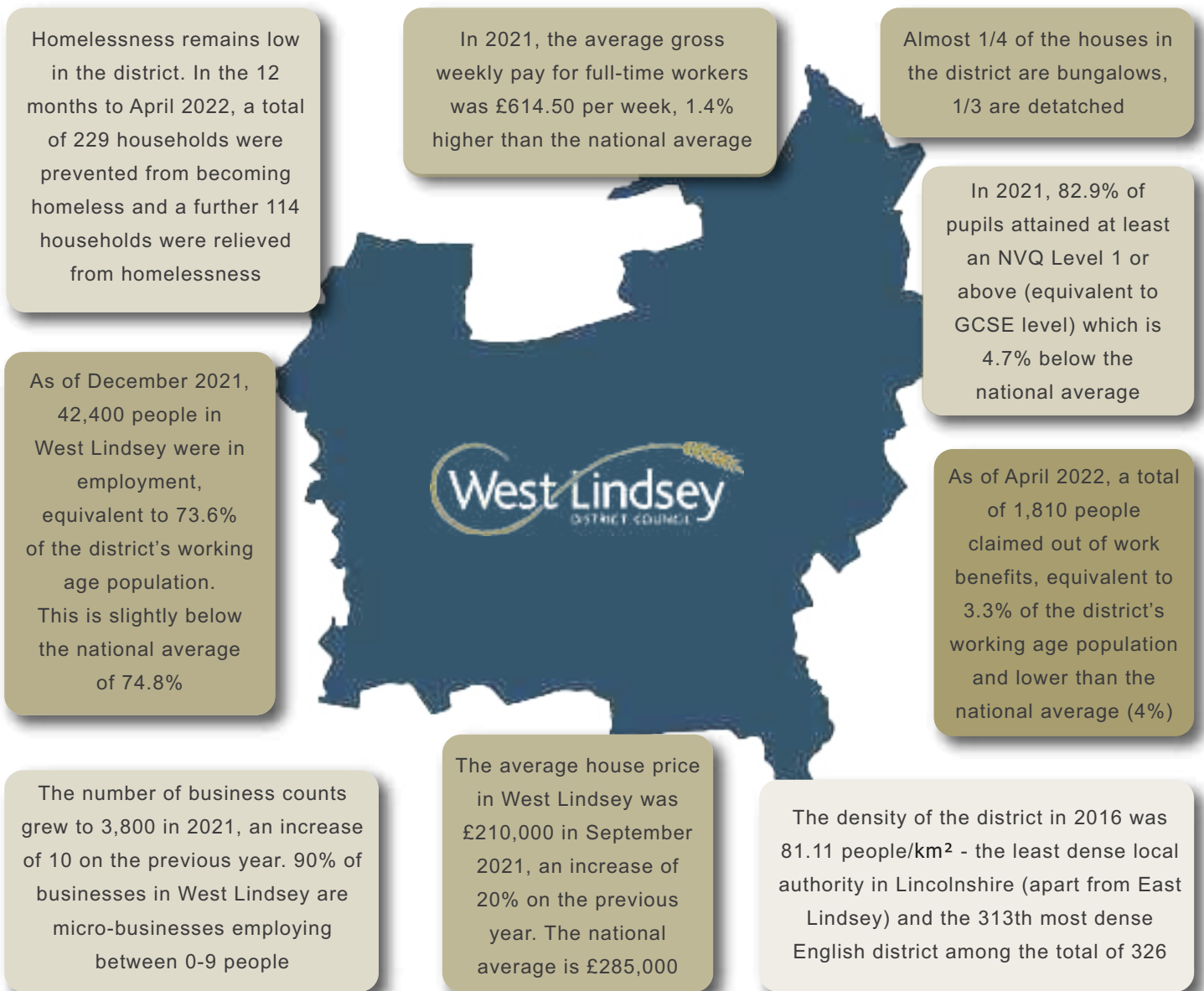
# ORGANISATIONAL OVERVIEW AND EXTERNAL ENVIRONMENT

## 1. THE DISTRICT OF WEST LINDSEY

The District covers 1,156km<sup>2</sup> (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/km<sup>2</sup>.

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](http://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 2021/22 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](http://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 - 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 31.

## 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

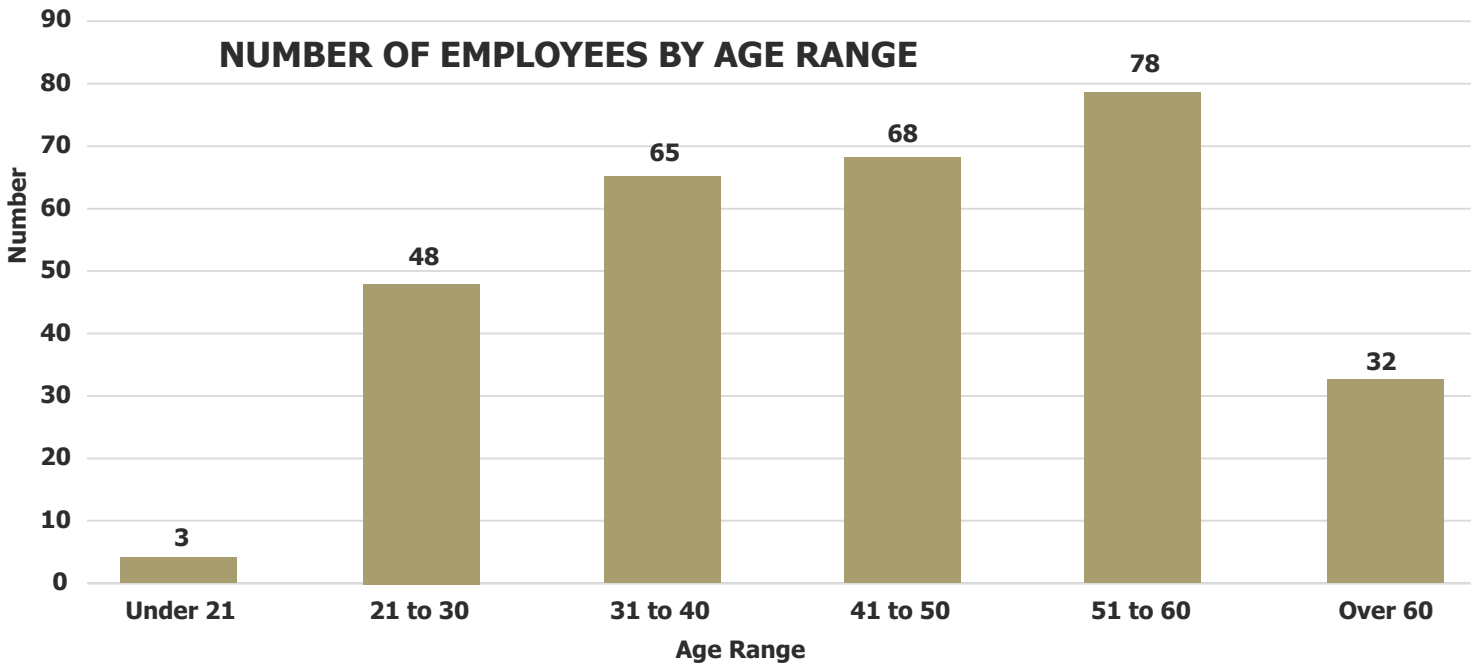
**Communicating Effectively** – simply, clearly and concisely ensuring message is understood

**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 24 May 2022 totalled 295 and are analysed by age and gender below;



| Gender | Total | Percentage |
|--------|-------|------------|
| Male   | 130   | 44%        |
| Female | 165   | 56%        |

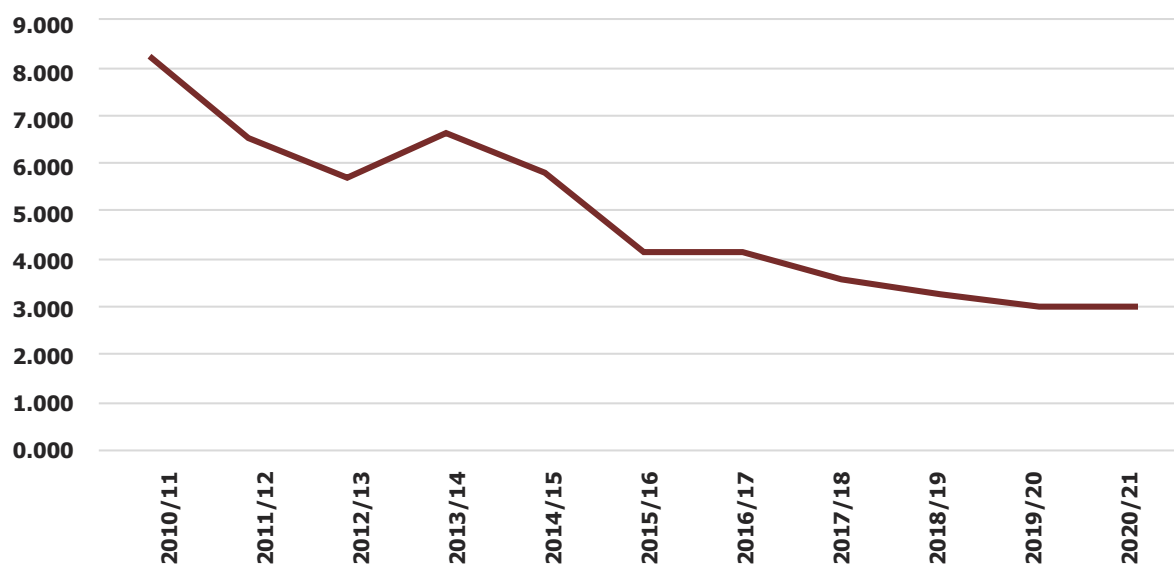


## Our Funding:

### 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 our supply chains have been affected resulting in a higher cost.

Costs have been further affected by the Russian Invasion of Ukraine with fuel and utility costs rising sharply. Whilst interest rates have increased the benefit of this was not felt in our investments in 2021/22 as there is generally a timelag between rates rising and investment benefits received.

A further challenge to the economy is the continued impact of Covid-19, declared by the World Health Organisation as a Global Pandemic on 11 March 2020 has significantly impact on world economies. 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 has a number of key projects in delivery, particularly relating to the Levelling Up fund. We submit grant funding bids to the UK Shared Prosperity Fund and as other 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 (17 Conservative, 2 Gainsborough Independents, 1 Independent), Liberal Democrat 13, Lincolnshire Independent 2, Independent 1. The Council is managed by the Chief Executive.

The current appointments are:

Leader of the Council - Cllr Owen Bierley  
 Deputy Leader of the Council - Cllr Anne Welburn  
 Chairman of the Council - Cllr Angela Lawrence  
 Vice Chairman of the Council - Cllr Roger Patterson

Further information of our Senior Officers are contained in Note 28.

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?CIId=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. Whilst we are satisfied with the effectiveness of the corporate governance arrangements and systems of internal control, as part of our continued efforts to improve governance the following issues have been identified for improvement as part of the 2021-22 Annual Governance Statement process. An action plan will be implemented to ensure activity takes place to bring about the improvements.

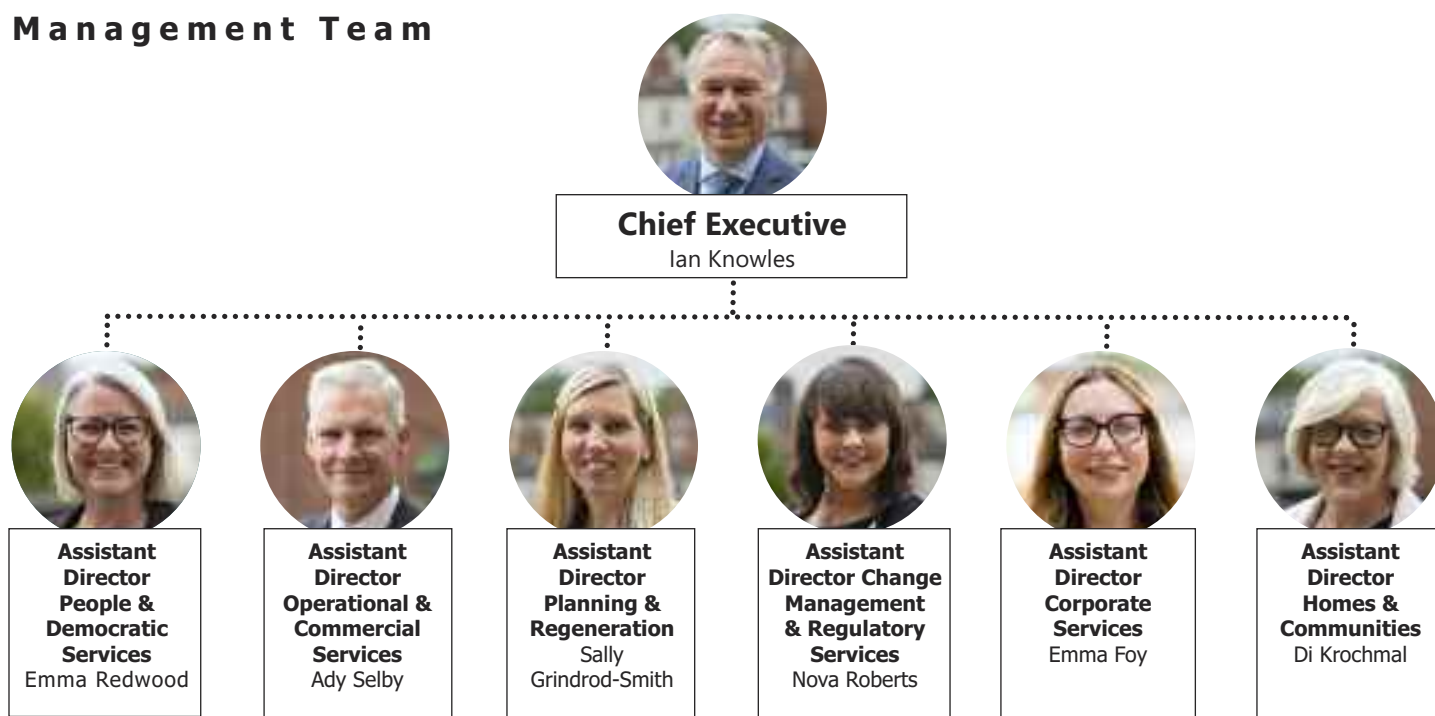
- Loss of key staff – ensure that processes are fully documented, succession plans in place where appropriate, identify activities which are overly reliant on one individual
- Financial settlement – continue to update the MTFS as we gain greater certainty on the level of funding for future years
- Preparing for all out elections in May 2023 – ensure robust election planning and deliver an effective member induction plan
- New finance system – ensure it is effective and compliant
- Continue the review of corporate procurement procedures (carried forward from last year). The Council historically has bought in services from Lincolnshire Procurement but due to recruitment issues they can only provide a limited service
- Continue the implementation of CIPFA FM Code requirements

## 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

Major infrastructure has been completed on site during 21/22 including the Middlefield Road / Foxby Lane Roundabout. Site enabling infrastructure on site has been funded by £2.2 million of Homes England Housing Infrastructure Funding investment. Keepmoat Homes and Danum Homes are currently on site and in delivery, with levels expected to reach the planned 40 new dwellings per annum. Phase 2 of Warren Wood has been marketed by the landowner and a reserved matters planning application for this phase is expected in early 2023.



### Northern Urban Extension Gainsborough

The Corringham Road junction upgrade was completed during 21/22. This was funded jointly by Lincolnshire County Council, Greater Lincolnshire LEP and the landowner (forward funded by WLDC). The upgraded junction will improve road safety, reduce congestion and future proof this area of town for cater for future growth. The first reserved matters planning application for 130 dwellings on phase 1a of the Northern Urban extension has now been validated by the local planning authority and will be determined during 2022.



### Bowling Green Road

Close partnership working between the Council and Acis Group has seen great progress achieved on this key regeneration site in the town. £2.1 million of funding from Greater Lincolnshire LEP was secured and invested in creating a safe development platform. A mix of property types and tenures are now being delivered on site by Acis Group – with the help of grant funding from Homes England. The first new homes are set to complete during late summer / early autumn 2022.



### Riverside Walk

We have teamed up with Acis and the Greater Lincolnshire Local Enterprise Partnership (GLEEP) to extend a public pathway alongside the River Trent in Gainsborough. Residents can now enjoy an uninterrupted 2.7 mile stroll along the River bank from the picturesque village of Morton all the way to the historic Trent Bridge. It follows the £20 million investment into new homes in Gainsborough along the riverfront. Initiatives such as extending the walkway are part of West Lindsey District Council's Corporate Plan to improve opportunities to help boost health and wellbeing of local people.



### Thriving Gainsborough 2024

This project has been co-produced with our communities, politicians, local businesses and third-party investors. Our intention is to directly address the most pressing systemic challenges and market failures that continue to hold the town and our communities back, while ensuring that the town plays an active role in reducing carbon emissions. Through a series of aligned interventions, Thriving Gainsborough 2024 will establish the physical, economic, social and environmental conditions required to address economic decline and the acute deprivation experienced across several wards.



### Implementation of Technology

Customer Relationship Management and OneCouncil finance systems are implemented and live. The benefits of both are already being realised with more efficient automated processes, improved customer experience and enhanced data and reporting. Further improvements also planned.



### Operational Depot

Our new waste depot site, near to Caenby Corner, opened in November 2021. The site includes a parking area for the fleet as well as storage buildings, wash facilities, visitor parking and a main operations building. With West Lindsey District Council committed to reducing its carbon footprint to net-zero by 2050 at the latest, the design and construction of the building has looked to reflect that. There are solar panels on the roof of the building, six electric vehicle charging points, LED lighting and lighting controls, heating, cooling and hot water provided by air source heat pumps, and double glazing windows.



## Financial Performance 2021/22

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 2022/23-2026-27.

| <b>FUNDED BY:</b>                     | <b>Actual<br/>2021/22</b> | <b>Budget<br/>2022/23</b> | <b>Forecast<br/>Budget<br/>2023/24</b> | <b>Forecast<br/>Budget<br/>2024/25</b> | <b>Forecast<br/>Budget<br/>2025/26</b> | <b>Forecast<br/>Budget<br/>2026/27</b> |
|---------------------------------------|---------------------------|---------------------------|----------------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|
| Business Rate Retention Scheme        | 1,989,000                 | 3,433,800                 | 3,090,800                              | 3,341,400                              | 3,390,100                              | 3,451,100                              |
| Council Tax                           | 6,710,800                 | 7,068,700                 | 7,264,100                              | 7,465,000                              | 7,671,400                              | 7,883,500                              |
| Collection Fund Surplus - Council Tax | 167,500                   | 225,500                   | 100,000                                | 100,000                                | 100,000                                | 100,000                                |
| New Homes Bonus                       | 719,100                   | 924,400                   | 203,000                                | 203,000                                | 0                                      | 0                                      |
| Other Government Grants               | 831,100                   | 993,100                   | 695,500                                | 698,000                                | 700,500                                | 703,400                                |
| COVID Grants                          | 675,000                   | 0                         | 0                                      | 0                                      | 0                                      | 0                                      |

The Council sets its Council Tax annually and for 2021/22 the equivalent Band D rate was £227.74 (£217.74 2019/20) generating £6.711m (£6.529m 2020/21) – this excludes income from Parish Precepts. 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 an income budget of £5.392m (£5.370m 2020/21), interest and investment income budget totals £2.634m and other grants of £675,000.



**Revenue:**

The Council approved a revenue budget, including Council Tax charges, for 2021/22 of £13.279m. There was no requirement to utilise the General Fund Balance to provide a balanced budget. The Actual out-turn has realised a surplus of £1.612m, £0.828m of which relates to one-off budget provision for the delivery of projects which span financial years and will therefore be carried forward. The Corporate Policy and Resources Committee approved that £0.25m be carried forward to support service resourcing and therefore £0.534m be transferred to the General Working Fund Balance. The total amount of General Fund Reserves is £19.214m (£18.297m 2020/21).

The following table reports the revenue actuals against a revised budget for 2021/22 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;

| <b>SERVICE CLUSTER</b>            | <b>Original Budget</b> | <b>Revised Budget</b> | <b>Actual Outturn</b> | <b>Outturn Variance</b> |
|-----------------------------------|------------------------|-----------------------|-----------------------|-------------------------|
| Our People                        | 1,529,000              | 2,803,800             | 1,931,300             | (872,500)               |
| Our Place                         | 3,778,100              | 4,239,400             | 4,247,963             | 8,563                   |
| Our Council                       | 6,372,700              | 6,463,000             | 5,937,931             | (525,069)               |
| <b>Controllable Total</b>         | <b>11,679,800</b>      | <b>13,506,200</b>     | <b>12,117,195</b>     | <b>(1,389,005)</b>      |
| Corporate Accounting              | 1,329,900              | 1,431,100             | 1,114,559             | (316,541)               |
| Movement in Reserves:             |                        |                       |                       |                         |
| To/(from) General Fund            | (1,942,700)            | (3,497,400)           | (3,543,200)           | (45,800)                |
| Use of Specific Reserves          | (3,011,800)            | (4,132,300)           | (4,147,142)           | (14,842)                |
| Contribution to Specific Reserves | 4,719,000              | 5,432,500             | 8,261,811             | 2,829,311               |
| Repayment of Borrowing            | 442,900                | 637,100               | 823,027               | 185,927                 |
| <b>Net Revenue Expenditure</b>    | <b>13,279,100</b>      | <b>13,377,200</b>     | <b>14,626,250</b>     | <b>1,249,050</b>        |

## 6. SERVICE PERFORMANCE

| Corporate Health Performance                       | Actual<br>2020/21 | Target<br>2021/22 | Actual<br>2021/22 |
|----------------------------------------------------|-------------------|-------------------|-------------------|
| <b>Perspective: Customer</b>                       |                   |                   |                   |
| Volume of received complaints                      | 178               | N/A               | 155               |
| Volume of received compliments                     | 675               | N/A               | 1117              |
| <b>Perspective: Financial</b>                      |                   |                   |                   |
| Budget Variance                                    | (£998,000)        | N/A               | (£186,000)        |
| Council Tax in year collection                     | 98%               | 98.01%            | 98.02%            |
| <b>Perspective: Process</b>                        |                   |                   |                   |
| Average time to resolve a complaint                | 8.2 days          | 21 days           | 8.4 days          |
| Major planning applications determined on time     | 100%              | 90%               | 100%              |
| Non-major planning applications determined on time | 99%               | 80%               | 97%               |
| <b>Perspective: Quality</b>                        |                   |                   |                   |
| Service and system availability                    | 100%              | 98%               | 100%              |
| Percentage of calls answered within 21 seconds     | 73%               | 85%               | 64%               |
| Staff absenteeism                                  | 0.49 days         | 0.6 days          | 0.54 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.

### Balance Sheet:

Significant movements on the balance sheet relate to

- The impact of capital investment in Long Term Assets reflected in the increase of £4.067m to £64.478m (£60.411m 2020/21).
- Total Liabilities, have decreased by £5.279m mainly relating to the decrease in Pension Liability.

Resulting in a Net Assets total £8.963m (-£2.543m 2020/21).

The useable reserves of £28.608m (£29.089m 2020/21) held by the Authority include £19.214m of earmarked reserves which will support the ongoing investment in the capital programme, development of services and management of financial risks.

### Debt and Investments:

The Council has previously undertaken Public Works Loan Board and other Local Authority borrowing to support its cash flows and significant capital investments (further information can be found at Note 19 and 37).

At the end of the year the Council had £20.020m of treasury investments (£11.872m 2020/21). In addition non-treasury investments (commercial properties) and long term debtors (loans) totalled £21.666m.

### **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 2022 the Council's net liability reported by the Actuary to the LGPS was £40.099m (£47.453m in 20/21), a decrease of £7.354m. 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 IAS19 valuation are set out in Note 34 to the Financial Statements.

### **Significant provisions, contingencies and material write-offs:**

No significant contingencies or material write offs were recognised in 2021/22.

### **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:

- Information Governance - Data leakage and successful cyber-crime attempts occur leading to financial, reputational and legal consequences due to lack of robust controls, policies and processes which are not communicated to and followed by staff and Members.
- Open for Business - The achievement of the growth targets lags behind the local plan. The increase in tax base does not match ambition.
- People First - We do not deliver a customer focused approach, provide appropriate infrastructure and facilities for residents and businesses.
- Community & Residents - We do not provide leadership of place for our communities and residents to ensure their well-being isn't adversely affected.
- Workforce - We do not develop, equip and support staff to be fully effective in their roles thereby unable to adhere to our customer focussed, entrepreneurial principles, resulting in poor service, non-motivated work force and providing an unattractive offer both for residents and inward investment.
- Asset Management - Our assets are underutilised, generate lower returns than required, do not facilitate inward investment or deliver fewer social benefits than expected.
- Health and Safety - We do not adequately ensure that our staff and visitors are protected in the workplace from accidents or work-related ill-health by eliminating hazards from work activities where possible and where not, assessing and ensuring adequate control of the associated risks. This leads to an unsafe workplace and inadequate care for staff and potential legal action
- Partnerships - We do not fulfil our role as influencer, shaper and co-ordinator of major economic, social and environmental issues that affect the District.

Our delivery vehicles for shared estates or trading companies do not effectively deliver against their intended purpose and achieve Value for Money.

### Excellent Value for Money Services:

We do not identify and implement efficient and effective, lower-cost alternative service delivery models. We do not ensure sufficient focus on the financial drivers and value for money considerations of change/improvement proposals. We do not use effective benchmarking data to inform VfM decisions and failure of partnership mechanisms to deliver Value for Money considerations.

- Commercial Approach -Commercial Projects do not deliver anticipated benefits resulting in increased financial pressures
- Compliance - We do not comply, or fail to correctly implement relevant, statutory legislation resulting in adverse reputational impacts and legal and financial consequences.

- Business Continuity - Council services are not maintained and priority services are not provided in the event of significant disruption or a major emergency in the District.

### **Key Future Risks:**

- Successful delivery of our commercial and growth commitments – The Financial strategy has plans to use a significant amount of reserves in addition to borrowing to further develop the District and to invest in a range of commercial opportunities to increase our self generated income substantially. It is unlikely all of these initiatives will be successful but we are confident that sufficient success will be achieved to deliver an appropriate level of return on our investment.
- Compliance with General Data Protection Regulations (GDPR), data leakage and Cyber Crim, would result in financial, legal and reputational consequences. Policies, Procedures and technology have been implemented to mitigate risk.
- The future funding of Local Government: there is an unknown risk of the impact of any Local Government Funding Reform and future changes to the Business Rates Retention. The Council has developed a Financial Strategy which aims for a sustainable future reliant on local tax revenues.

### **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

### **Government initiatives:**

The Council received **£Xm** to support businesses in the district who were eligible for the Governments Business Support Grant Scheme. As at the 31 March 2022 we have issued **X** grants totalling **£X.XXm**

### **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. We will be proposing a revised budget for 2022/23 in October 2022 and a mid year review of our medium term financial plan will also be reported.



## 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 2022/23, which is contained within the Budget Book, is available on our website and outlines the key deliverables for the next 3 years which will contribute to the achievement of the Corporate Plan objectives:

[www.west-lindsey.gov.uk/council-democracy/facts-figures/council-spending/budget-book](http://www.west-lindsey.gov.uk/council-democracy/facts-figures/council-spending/budget-book)

**Future Financial Resilience:**

The potential funding gap for the Council from 2020/21 to 2024/25 is detailed below:

| <b>Medium Term Financial Plan</b>      | <b>2022/23</b> | <b>2023/24</b>    | <b>2024/25</b>    | <b>2025/26</b>    | <b>2026/27</b>    |
|----------------------------------------|----------------|-------------------|-------------------|-------------------|-------------------|
| BFWD                                   | £857,000       | £873,000          | £898,000          | £910,000          | £1,045,000        |
| Pressures                              | (£49,000)      | (£58,000)         | (£55,000)         | (£58,000)         | (£55,000)         |
| Additional Income                      | (£197,000)     | (£185,000)        | (£257,000)        | (£258,000)        | (£309,000)        |
| MRP and Change to Policy               | £326,000       | £255,000          | £255,000          | £255,000          | £255,000          |
| Capital Financing (Internal Borrowing) | (£439,000)     | £97,000           | £120,000          | £121,000          | £123,000          |
| Movement on Net Expenditure            | £362,000       | £920,000          | £852,000          | £884,000          | £926,000          |
| Movement in Reserves                   | £790,000       | £920,000          | £852,000          | £884,000          | £926,000          |
| <b>Movement in Funding:</b>            |                |                   |                   |                   |                   |
| Council Tax Surplus                    | (£120,000)     | 0                 | 0                 | 0                 | 0                 |
| Council Tax                            | (£122,000)     | (£55,000)         | 16,000            | 92,000            | 172,000           |
| Business Rates                         | (£1,393,000)   | (£100,000)        | (£100,000)        | (£100,000)        | (£161,000)        |
| Government Grants                      | (£368,000)     | (£71,000)         | (£73,000)         | (£74,000)         | (£76,000)         |
| Movement in Funding                    | (£2,009,000)   | (£226,000)        | (£157,000)        | (£82,000)         | (£65,000)         |
| <b>Funding Gap</b>                     | <b>0</b>       | <b>£1,596,000</b> | <b>£1,659,000</b> | <b>£1,781,000</b> | <b>£1,975,000</b> |

The Council has a robust budget timetable and will consult its consultation exercise in August 2022. As demonstrated by both levels of reserves and cash-flow whilst there is a funding gap in the Medium Term the Section 151 Officer is comfortable that the Council remains a going concern.

**Future capital expenditure plans:**

The Council has approved the following capital programme totalling £33.458m funding plans for the period 1 April 2022 to 31st March 2027.

Funding:

- Grants & Contributions - £21.829 million
- Revenue Financing - £6.190 million
- Useable Capital Receipts - £3.712 million
- Prudential Borrowing - £1.727 million
- Total Funding - £33.458 million

For information regarding our plans for 2022/23, please refer to our Executive Business Plan and Medium Term Financial Plan 2022/23 – 2026/27 contained in the Budget Book which can be found on our website:

**[www.west-lindsey.gov.uk/my-council/contacts-facts-and-figures/council-spending/budget-book](http://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 surplus on the Provision of Services totalled £0.934m (surplus of £0.219m 2020/21).

## **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 £29.089m (£28.608m 2020/21).

## **Balance Sheet**

The Balance Sheet shows the Council's financial position at 31 March 2022. Showing assets and liabilities in the top part and below the Council's reserves (Net Worth) that match them. Our Net Worth is £8.963m (-£2.563m 2018/19), 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 £64.478m, an increase of £4.067m from £60.411m in 2020/21. Further details are contained within Note 16 to the Statement of Accounts.

- **Liabilities**

A significant liability included within long term liabilities is the deficit on the pension fund. This amounts to £40.099m (£47.453m 2020/21) a decrease of £7.354m, this can be attributed to changes to actuarial financial assumptions. Further information on the pension's position is contained within Note 34 to the Statement of Accounts.

## **Reserves**

Not all reserves can be used to deliver services and this is reflected by reporting reserves in two groups – 'usable' and 'unusable' reserves. Unusable reserves are determined by technical accounting rules and are not available for use by the Council. The liability has decreased by £11.987m to £19.645m (£31.632m 2020/21). Usable reserves have decreased by £0.481m to £28,608m (£29.089m 2020/21)

The Council has adequate revenue balances to provide financial security and a safety mechanism for unforeseen events, with the General Fund Balance being 35% of Net Operating Expenditure for 2022/23, 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 increased from £1.169m in 2020/21 to £1,472m 2021/22. In addition, Capital Grants Unapplied Reserve is £2.516m (£2.367m 2018/19) and relates to grant received for specific capital schemes,

- **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 an increase in cash of £3.065m to £17.053mm (£13.988m 2020/21) as cash is expended on capital investments.

- **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.



# 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 2021/22 (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 2021/22 presents a true and fair view of the financial position of West Lindsey District Council at 31 March 2022 and its income and expenditure for the year ended 31 March 2022.

Signed:

Emma Foy BA (HONS) FCCA

Date:

Director of Corporate Services (S151)

### 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 19 July 2022.

Signed:

Councillor John McNeill

Date:

Chairman of Governance and Audit Committee

# 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 £28.608m in 2021/22 (£29.089m in 2020/21). Further information can be found in **Note 7,10 and Note 11**. Unusable reserves total £19.645m in 2021/22 (£31.632m in 2020/21) as detailed in **Note 24**.

## Movement in Reserves during 2021/22

|                                                                                   | General Fund<br>Balance<br>£'000 | Capital<br>Receipts<br>Reserve<br>£'000 | Capital<br>Grants<br>Unapplied<br>£'000 | Total<br>Usable<br>Reserves<br>£'000 | Unusable<br>Reserves<br>£'000 | Total<br>Council<br>Reserves<br>£'000 |
|-----------------------------------------------------------------------------------|----------------------------------|-----------------------------------------|-----------------------------------------|--------------------------------------|-------------------------------|---------------------------------------|
| <b>Balance at 31 March 2021 carried forward</b>                                   | (25,553)                         | (1,169)                                 | (2,367)                                 | (29,089)                             | 31,632                        | 2,543                                 |
| Total Comprehensive Income and Expenditure                                        | (933)                            | 0                                       | 0                                       | (933)                                | (10,573)                      | (11,506)                              |
| Adjustment between accounting basis and funding basis under regulations (Note 11) | 1,867                            | (304)                                   | (149)                                   | 1,414                                | (1,414)                       | 0                                     |
| Net Adjustment                                                                    | (1)                              | 1                                       | 0                                       | 0                                    | 0                             | 0                                     |
| <b>Net (Increase)/Decrease in 2021/22</b>                                         | <b>933</b>                       | <b>(303)</b>                            | <b>(149)</b>                            | <b>481</b>                           | <b>(11, 987)</b>              | <b>(11,506)</b>                       |
| <b>Balance at 31 March 2022 carried forward</b>                                   | <b>(24,620)</b>                  | <b>(1,472)</b>                          | <b>(2,516)</b>                          | <b>(28,608)</b>                      | <b>19,645</b>                 | <b>(8,963)</b>                        |

The General Fund balance of £24.620m includes earmarked reserves of £19.214m.

## Movement in Reserves during 2020/21

|                                                                                   | General Fund<br>Balance<br>£'000 | Capital<br>Receipts<br>Reserve<br>£'000 | Capital<br>Grants<br>Unapplied<br>£'000 | Total<br>Usable<br>Reserves<br>£'000 | Unusable<br>Reserves<br>£'000 | Total<br>Council<br>Reserves<br>£'000 |
|-----------------------------------------------------------------------------------|----------------------------------|-----------------------------------------|-----------------------------------------|--------------------------------------|-------------------------------|---------------------------------------|
| <b>Balance at 31 March 2020 carried forward</b>                                   | (20,020)                         | (3,463)                                 | (538)                                   | (24,021)                             | 18,163                        | (5,858)                               |
| Total Comprehensive Income and Expenditure                                        | (219)                            | 0                                       | 0                                       | (219)                                | 8,620                         | 8,401                                 |
| Adjustment between accounting basis and funding basis under regulations (Note 11) | (5,313)                          | 2,294                                   | (1,829)                                 | (4,848)                              | 4,849                         | 1                                     |
| Net Adjustment                                                                    | (1)                              | 0                                       | 0                                       | (1)                                  | 0                             | (1)                                   |
| <b>Net (Increase)/Decrease in 2020/21</b>                                         | <b>(5,533)</b>                   | <b>2,294</b>                            | <b>(1,829)</b>                          | <b>(5,068)</b>                       | <b>13,469</b>                 | <b>8,401</b>                          |
| <b>Balance at 31 March 2021 carried forward</b>                                   | <b>(25,553)</b>                  | <b>(1,169)</b>                          | <b>(2,367)</b>                          | <b>(29,089)</b>                      | <b>31,632</b>                 | <b>2,543</b>                          |

# 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 £0.934m (surplus of £0.219m in 2020/21). Overall Comprehensive Income and Expenditure is -£11.506m (£8.401m 2020/21)

| 2020/21                    |                       |                          | Notes                                                                                               | 2021/22                    |                       |                          |
|----------------------------|-----------------------|--------------------------|-----------------------------------------------------------------------------------------------------|----------------------------|-----------------------|--------------------------|
| Gross Expenditure<br>£'000 | Gross Income<br>£'000 | Net Expenditure<br>£'000 |                                                                                                     | Gross Expenditure<br>£'000 | Gross Income<br>£'000 | Net Expenditure<br>£'000 |
| 22,347                     | (18,447)              | 3,900                    | Our People                                                                                          | 19,862                     | (17,323)              | 2,539                    |
| 11,234                     | (4,847)               | 6,387                    | Our Place                                                                                           | 13,544                     | (5,508)               | 8,036                    |
| 9,228                      | (3,487)               | 5,741                    | Our Council                                                                                         | 8,250                      | (3,316)               | 4,934                    |
| 2,750                      | (2,750)               | 0                        | Covid19 Business Support Grants                                                                     | 1,754                      | (1,522)               | 232                      |
| <b>45,559</b>              | <b>(29,531)</b>       | <b>16,028</b>            | <b>Cost of Services</b>                                                                             | <b>43,410</b>              | <b>27,669</b>         | <b>15,741</b>            |
|                            |                       | 3,060                    | Other Operating Expenditure                                                                         |                            |                       | 2,504                    |
|                            |                       | (481)                    | Financing and Investment Income and Expenditure                                                     |                            |                       | (1,841)                  |
|                            |                       | (18,826)                 | Taxation and Non Specific Grant income and Expenditure                                              |                            |                       | (17,337)                 |
|                            |                       | <b>(219)</b>             | <b>(Surplus) or Deficit on Provision of Services</b>                                                |                            |                       | <b>(933)</b>             |
|                            |                       |                          | <b>Items that will not be reclassified to the (Surplus) or Deficit on the Provision of Services</b> |                            |                       |                          |
|                            |                       | 189                      | (Surplus) or Deficit on Revaluation of Property, Plant & Equipment Assets                           | 24                         |                       | (1,063)                  |
|                            |                       | 8,431                    | Remeasurements of the net defined benefit liability/(asset)                                         | 32                         |                       | (9,510)                  |
|                            |                       | <b>8,620</b>             | <b>Items that may be reclassified to (Surplus) or Deficit on the Provision of Services</b>          |                            |                       | <b>(10,573)</b>          |
|                            |                       | <b>0</b>                 | (Surplus) or deficit on revaluation of available for sale financial assets                          | 24                         |                       | <b>0</b>                 |
|                            |                       | <b>8,620</b>             | <b>Other Comprehensive Income and Expenditure</b>                                                   |                            |                       | <b>(10,573)</b>          |
|                            |                       | <b>8,401</b>             | <b>Total Comprehensive Income and Expenditure</b>                                                   |                            |                       | <b>(11,506)</b>          |

# 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 are 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 Movement in Reserves Statement line 'Adjustments between accounting basis and funding basis under regulations'.

| 31st March 2021<br>£'000 |                                       | Notes | 31st March 2022<br>£'000 |
|--------------------------|---------------------------------------|-------|--------------------------|
| 34,871                   | Property, Plant & Equipment           | 15    | 37,835                   |
| 20,978                   | Investment Properties                 | 16    | 21,754                   |
| 121                      | Intangible Assets                     | 17    | 519                      |
| 44                       | Heritage Assets                       |       | 60                       |
| 3,141                    | Long Term Investments                 | 18    | 3,684                    |
| 1,256                    | Long Term Debtors                     | 18    | 626                      |
| <b>60,411</b>            | <b>TOTAL LONG TERM ASSETS</b>         |       | <b>64,478</b>            |
| 0                        | Short Term Investments                | 18    | 0                        |
| 50                       | Assets Held for Sale                  |       | 0                        |
| 53                       | Inventories                           |       | 29                       |
| 8,150                    | Short Term Debtors                    | 19    | 7,319                    |
| 13,988                   | Cash and Cash Equivalents             | 21    | 17,053                   |
| <b>22,241</b>            | <b>TOTAL CURRENT ASSETS</b>           |       | <b>24,401</b>            |
| (3,577)                  | Short Term borrowing                  | 18    | (5,000)                  |
| (12,393)                 | Short Term Creditors                  | 22    | (12,347)                 |
| (1,007)                  | Short Term Provisions                 | 23    | (1,544)                  |
| (1,091)                  | Grants Receipts in Advance - Revenue  | 28    | (1,710)                  |
| 0                        | Grants Receipts in Advance - Capital  | 28    | (19)                     |
| <b>(18,068)</b>          | <b>TOTAL CURRENT LIABILITIES</b>      |       | <b>(20,620)</b>          |
| (38)                     | Long Term Provisions                  | 22    | <b>(38)</b>              |
| 0                        | Long Term Finance Lease Liability     | 31    | <b>0</b>                 |
| (16,500)                 | Long term borrowing                   | 18    | <b>(16,500)</b>          |
| (47,453)                 | Pensions Liability                    | 32    | <b>(40,099)</b>          |
| 0                        | Grants Receipts in Advance -Revenue   | 28    | <b>0</b>                 |
| (3,136)                  | Grants Receipts in Advance - Capital  | 28    | <b>(2,659)</b>           |
| <b>(67,127)</b>          | <b>TOTAL LONG TERM LIABILITIES</b>    |       | <b>(59,296)</b>          |
| <b>(2,543)</b>           | <b>TOTAL NET ASSETS/(LIABILITIES)</b> |       | <b>8,963</b>             |
| (29,089)                 | Usable Reserves                       | 24    | (28,608)                 |
| 31,632                   | Unusable Reserves                     | 25    | 19,645                   |
| <b>2,543</b>             | <b>TOTAL RESERVES</b>                 |       | <b>(8,963)</b>           |



# 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 (ie borrowing) to the Council. The movement in overall cash is an increase of £3.065m (increase of £5.173m 2020/21).

| 2020/21<br>£'000 |                                                                                                                                        | 2021/22<br>£'000 |
|------------------|----------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <b>219</b>       | <b>Net Surplus or (Deficit) on the Provision of Services</b>                                                                           | <b>933</b>       |
| 956              | Depreciation of Property, Plant and Equipment                                                                                          | 1,052            |
| 2,437            | Impairment and downward valuations                                                                                                     | 1,035            |
| 49               | Amortisation of Intangible Assets                                                                                                      | 52               |
| 0                | Increase/Decrease in Impairment provision for Bad Debts                                                                                | 0                |
| 8,220            | (Increase)/Decrease in Creditors                                                                                                       | 1,407            |
| (821)            | Increase/(Decrease) in Debtors                                                                                                         | (1,627)          |
| 14               | Increase/(Decrease) in Inventories (Stock)                                                                                             | 24               |
| 1,227            | Movement in Pension Liability                                                                                                          | 2,158            |
| 982              | Carrying amount for non-current assets and non-current Assets Held For Sale, sold or derecognised                                      | 72               |
| 91               | Other non cash items charged to the net surplus or deficit on the Provision of Services                                                | (784)            |
| <b>13,155</b>    | <b>Adjustments to net surplus or deficit on the Provision of Services for non-cash movements</b>                                       | <b>3,389</b>     |
| <b>(5,749)</b>   | <b>Adjust for items included in the net surplus or deficit on the Provision of Services that are investing or financing activities</b> | <b>(4,356)</b>   |
| <b>7,625</b>     | <b>Net Cash Flows from Operating Activities</b>                                                                                        | <b>(34)</b>      |
| (4,352)          | Purchase of Property, Plant and Equipment, Investment Property and Intangible Assets                                                   | (5,386)          |
| (4,000)          | Purchase of short-term (not considered to be cash equivalents) and long-term Investments                                               | 0                |
| (2)              | Other payments for investing activities                                                                                                | 0                |
| 66               | Proceeds from the sale of Property, Plant and Equipment, Investment Property and Intangible Assets                                     | 337              |
| 4,000            | Proceeds from short-term (not considered to be cash equivalents) and long-term Investments                                             | 0                |
| 6,212            | Other receipts from investing activities                                                                                               | 3,840            |
| <b>1,924</b>     | <b>Net Cash Flows from Investing Activities</b>                                                                                        | <b>(1,209)</b>   |
| 3,500            | Cash receipts of short and long term borrowing                                                                                         | 5,000            |
| 1                | Other receipts from financing activities                                                                                               | 0                |
| (4,377)          | Other payments from financing activities                                                                                               | 2,808            |
| (3,500)          | Repayments of short and long term borrowing                                                                                            | (3,500)          |
| 0                | Cash payments for the reduction of the outstanding liabilities relating to Finance Leases                                              | 0                |
| <b>(4,376)</b>   | <b>Net Cash Flows from Financing Activities</b>                                                                                        | <b>4,308</b>     |
| <b>5,173</b>     | <b>Net increase or (decrease) in cash and cash equivalents</b>                                                                         | <b>3,065</b>     |
| <b>8,815</b>     | <b>Cash and cash equivalents at the beginning of the reporting period</b>                                                              | <b>13,988</b>    |
| <b>13,988</b>    | <b>Cash and cash equivalents at the end of the reporting period (Note 21)</b>                                                          | <b>17,053</b>    |

# NOTES TO THE ACCOUNTS

## 1. ACCOUNTING POLICIES

### i General Principles

The Statement of Accounts summarises the Council's transactions for the 2021/22 financial year and its position at the year-end of 31 March 2022. 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 2021/22 (The Code) and the Service Reporting Code of Practice 2021/22, 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 2021/22

#### **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 2021/22, 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 2022/23 financial year.

**a) 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 (there is recognition for low value and short term leases). The implementation of this standard is encouraged for 2022/23. However, the adoption of this standard is not required until the 2024/25 Code.

**b) Annual improvements to IFRS Standards 2018-2020.** The annual IFRS improvement programme notes 4 changed standards:

- IFRS 1 (First-time adoption) - amendment relates to foreign operations of acquired subsidiaries transitioning to IFRS
- IAS 37 (Onerous contracts) - clarifies the intention of the standard
- IFRS 16 (Leases) - amendment removes a misleading example that is not referenced in the Code material.
- IAS 41 (Agriculture) - one of a small number of IFRSs that are only expected to apply to local authorities in limited circumstances.

There is no anticipated impact as a result of these changes to standards for West Lindsey District Council

### 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 £15.2m 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 2022 for which there is a significant risk of material adjustment in the forthcoming financial year are:

#### **Revenue Costs and Reserves**

The outbreak of hostilities in Ukraine during February 2022 and the resulting world sanctions against Russia together with the after effects of the COVID-19 pandemic have pushed up costs and the rate of inflation considerably over the past few months, particularly with respect to fuel and energy prices. These increased revenue costs are likely to have an adverse affect on the Council's budgets.

## 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 2021/22 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 2022. 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 2022. 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 £37.835m (£34.871m 2020/21).

The impact of a change in valuation or useful life as at 31 March 2022 would affect the carrying value of the asset in the balance sheet and the subsequent charge for depreciation or impairment in the CIES.

## 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 2021/22 the Council's Actuaries advised that the net pension liability had reduced by £7.354m to £40.099m. The reduction in the net pension liability is due to the change in the discount rate and of future assumed RPI and CPI inflation. The table below illustrates the potential financial impact of changes in the specific assumptions applied by the Actuary in future years:

### Pensions Liability Sensitivity to changes in assumptions

| Sensitivity Analysis<br>Change in Assumptions at 31 March 2022 | Approx. %<br>increase to<br>Employer Liability | Approx. monetary<br>amount<br>£'000 |
|----------------------------------------------------------------|------------------------------------------------|-------------------------------------|
| 0.1% decrease in Real Discount Rate                            | 1.97%                                          | 2,056                               |
| 1 Year increase in member life expectancy                      | 4.67%                                          | 4,878                               |
| 0.1% increase in Salary Increase Rate                          | 0.31%                                          | 325                                 |
| 0.1% in the Pension Increase Rate                              | 1.64%                                          | 1,716                               |

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

## Arrears

At 31st March 2022 the Council had arrears of £4.074m 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 £1.637m. 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 2021/22 the Council received the following Covid Grants:

£5.082m where the Council was the Principal for Government/Non Public Body and had discretion in how these grants were deployed. During the year £3.219m of grants have been spent. There is a balance of £0.454m which has been transferred to the Council's ear-marked reserves and £0.157m to revenue grants unapplied for allocation in 2022/23. A sum of £0.297m was moved to the Council's General Fund Balance and £1.409m was held as a creditor on the balance sheet to be repaid in 2022/23.

## **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 19 July 2022. 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 2022, 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.

| 2020/21                                    |                           |                                                                     |                                              | 2021/22                                    |                           |                                                                     |
|--------------------------------------------|---------------------------|---------------------------------------------------------------------|----------------------------------------------|--------------------------------------------|---------------------------|---------------------------------------------------------------------|
| Net Expenditure Chargeable to General Fund | Adjustments (See Note 7a) | Net Expenditure in the Comprehensive Income & Expenditure statement |                                              | Net Expenditure Chargeable to General Fund | Adjustments (See Note 7a) | Net Expenditure in the Comprehensive Income & Expenditure statement |
| £'000                                      | £'000                     | £'000                                                               |                                              | £'000                                      | £'000                     | £'000                                                               |
| 1,639                                      | 2,261                     | 3,900                                                               | Our People                                   | 976                                        | 1,563                     | 2,539                                                               |
| 3,942                                      | 2,445                     | 6,387                                                               | Our Place                                    | 1,931                                      | 6,105                     | 8,036                                                               |
| 5,188                                      | 553                       | 5,741                                                               | Our Council                                  | 5,937                                      | (1,003)                   | 4,934                                                               |
| 0                                          | 0                         | 0                                                                   | Covid19 Business Support Grants              | 232                                        | 0                         | 232                                                                 |
| <b>10,769</b>                              | <b>5,259</b>              | <b>16,028</b>                                                       | <b>Net Cost of Services</b>                  | <b>9,076</b>                               | <b>6,665</b>              | <b>15,741</b>                                                       |
| (16,303)                                   | 56                        | (16,247)                                                            | Other Income and Expenditure                 | (8,142)                                    | (8,532)                   | (16,674)                                                            |
| <b>(5,534)</b>                             | <b>5,315</b>              | <b>(219)</b>                                                        | <b>(Surplus) or Deficit</b>                  | <b>934</b>                                 | <b>(1,867)</b>            | <b>(933)</b>                                                        |
| (20,020)                                   |                           |                                                                     | Opening General Fund Balance 31 March        | (25,555)                                   |                           |                                                                     |
|                                            |                           |                                                                     | Less/Plus                                    |                                            |                           |                                                                     |
| (1)                                        |                           |                                                                     | Net Adjustment                               | 1                                          |                           |                                                                     |
| (5,534)                                    |                           |                                                                     | (Surplus) or Deficit in Year                 | 934                                        |                           |                                                                     |
| <b>(25,555)</b>                            |                           |                                                                     | <b>Closing General Fund Balance 31 March</b> | <b>(24,620)</b>                            |                           |                                                                     |

## 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 |                                         |                             |                   |                                                                                                                                                              |                                  |                                         |                             |                   |
|--------------------------------------------------|-----------------------------------------|-----------------------------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-----------------------------------------|-----------------------------|-------------------|
| 2020/21                                          |                                         |                             |                   |                                                                                                                                                              | 2021/22                          |                                         |                             |                   |
| 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)<br>£'000                                | (Note 2)<br>£'000                       | (Note 3)<br>£'000           | £'000             |                                                                                                                                                              | (Note 1)<br>£'000                | (Note 2)<br>£'000                       | (Note 3)<br>£'000           | £'000             |
| 2,185                                            | 68                                      | 8                           | 2,261             | Our People                                                                                                                                                   | 1,337                            | 237                                     | (11)                        | 1,563             |
| 2,305                                            | 121                                     | 19                          | 2,445             | Our Place                                                                                                                                                    | 5,666                            | 455                                     | (16)                        | 6,105             |
| 339                                              | 187                                     | 27                          | 553               | Our Council                                                                                                                                                  | (1,528)                          | 529                                     | (4)                         | (1,003)           |
| 0                                                | 0                                       | 0                           | 0                 | Covid19 Business Support Grants                                                                                                                              | 0                                | 0                                       | 0                           | 0                 |
| <b>4,829</b>                                     | <b>376</b>                              | <b>54</b>                   | <b>5,259</b>      | <b>Net Cost of Services</b>                                                                                                                                  | <b>5,475</b>                     | <b>1,221</b>                            | <b>(31)</b>                 | <b>6,665</b>      |
| (3,665)                                          | 851                                     | 2,870                       | 56                | Other income and expenditure from the Expenditure and Funding Analysis                                                                                       | (5,132)                          | 936                                     | (4,336)                     | (8,532)           |
| <b>1,164</b>                                     | <b>1,227</b>                            | <b>2,924</b>                | <b>5,315</b>      | <b>Difference between General Fund Surplus or Deficit and Comprehensive Income and Expenditure Statement Surplus or Deficit on the Provision of Services</b> | <b>343</b>                       | <b>2,157</b>                            | <b>(4,367)</b>              | <b>(1,867)</b>    |

### 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:

| 2020/21<br>Income from Services<br>£'000 |                                                   | 2021/22<br>Income from Services<br>£'000 |
|------------------------------------------|---------------------------------------------------|------------------------------------------|
| (767)                                    | Our People                                        | (584)                                    |
| (1,807)                                  | Our Place                                         | (2,199)                                  |
| (2,796)                                  | Our Council                                       | (2,737)                                  |
| <b>(5,370)</b>                           | <b>Total Income analysed on a segmental basis</b> | <b>(5,520)</b>                           |

**Included within the Segmental Income note for 2021/22 is the following material income for services provided in 2021/22**

**Our Place:** £0.968m Development Control Application Fees (£1.029m in 2020/21)

**Our Council:** £0.990m of income relating to Green Waste Service Charges (£0.958m in 2020/21)

## 9. EXPENDITURE AND INCOME ANALYSED BY NATURE

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

| 2021/22                                                  |                 |                |                |                                 |                   |                 |
|----------------------------------------------------------|-----------------|----------------|----------------|---------------------------------|-------------------|-----------------|
| Expenditure/Income                                       | Our People      | Our Place      | Our Council    | Covid19 Business Support Grants | Corporate Amounts | Total           |
|                                                          | £'000           | £'000          | £'000          | £'000                           | £'000             | £'000           |
| <b>Expenditure</b>                                       |                 |                |                |                                 |                   |                 |
| Employee benefits expenses                               | 2,155           | 5,110          | 6,265          | 0                               | 45                | <b>13,575</b>   |
| Other services expenses                                  | 16,369          | 2,768          | 3,514          | 1,754                           | (1,385)           | <b>23,020</b>   |
| Depreciation, amortisation, impairment                   | 1,338           | 5,666          | (1,529)        | 0                               | 35                | <b>5,510</b>    |
| Interest payments                                        | 0               | 0              | 0              | 0                               | 2,468             | <b>2,468</b>    |
| Precepts and levies                                      | 0               | 0              | 0              | 0                               | 2,572             | <b>2,572</b>    |
| Disposal of assets                                       | 0               | 0              | 0              | 0                               | 72                | <b>72</b>       |
| <b>Total Expenditure</b>                                 | <b>19,862</b>   | <b>13,544</b>  | <b>8,250</b>   | <b>1,754</b>                    | <b>3,807</b>      | <b>42,217</b>   |
| <b>Income</b>                                            |                 |                |                |                                 |                   |                 |
| Fees, charges and other service income                   | (584)           | (2,199)        | (2,738)        | 0                               | (2,931)           | (8,452)         |
| Interest & investment income                             | 0               | 0              | 0              | 0                               | (212)             | (212)           |
| Income from Council Tax and Non-Domestic Rates           | 0               | 0              | 0              | 0                               | (13,634)          | (13,634)        |
| Government grants & contributions                        | (16,739)        | (3,309)        | (578)          | (1,522)                         | (3,704)           | (25,852)        |
| <b>Total Income</b>                                      | <b>(17,323)</b> | <b>(5,508)</b> | <b>(3,316)</b> | <b>(1,522)</b>                  | <b>(20,481)</b>   | <b>(48,150)</b> |
| <b>(Surplus) or Deficit on the Provision of Services</b> | <b>2,539</b>    | <b>8,036</b>   | <b>4,934</b>   | <b>232</b>                      | <b>(16,674)</b>   | <b>(933)</b>    |

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           |
| <b>Expenditure</b>                                       |                 |                |                |                                 |                   |                 |
| Employee benefits expenses                               | 1,834           | 4,480          | 5,462          | 0                               | 0                 | <b>11,776</b>   |
| Other services expenses                                  | 17,376          | 1,737          | 3,427          | 2,750                           | 0                 | <b>25,290</b>   |
| Depreciation, amortisation, impairment                   | 3,137           | 5,017          | 339            | 0                               | 0                 | <b>8,493</b>    |
| Interest payments                                        | 0               | 0              | 0              | 0                               | 2,161             | <b>2,161</b>    |
| Precepts and levies                                      | 0               | 0              | 0              | 0                               | 2,508             | <b>2,508</b>    |
| Disposal of assets                                       | 0               | 0              | 0              | 0                               | 552               | <b>552</b>      |
| <b>Total Expenditure</b>                                 | <b>22,347</b>   | <b>11,234</b>  | <b>9,228</b>   | <b>2,750</b>                    | <b>5,221</b>      | <b>50,780</b>   |
| <b>Income</b>                                            |                 |                |                |                                 |                   |                 |
| 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, Non-Domestic Rates              | 0               | 0              | 0              | 0                               | (13,262)          | (13,262)        |
| Government grants & contributions                        | (17,680)        | (3,040)        | (691)          | (2,750)                         | (5,564)           | (29,725)        |
| <b>Total Income</b>                                      | <b>(18,447)</b> | <b>(4,847)</b> | <b>(3,487)</b> | <b>(2,750)</b>                  | <b>(21,468)</b>   | <b>(50,999)</b> |
| <b>(Surplus) or Deficit on the Provision of Services</b> | <b>3,900</b>    | <b>6,387</b>   | <b>5,741</b>   | <b>0</b>                        | <b>(16,247)</b>   | <b>(219)</b>    |



## **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.

| 2021/22 Adjustments between accounting basis & funding basis under regulations                                                                                                                             | Usable reserves      |                           |                                  |                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------------------------|----------------------------------|-------------------------------|
|                                                                                                                                                                                                            | General Fund Balance | Capital Receipts Reserves | Capital Grants Unapplied Account | Movement in Unusable Reserves |
|                                                                                                                                                                                                            | £'000                | £'000                     | £'000                            | £'000                         |
| <b>Adjustments to Revenue Resources</b>                                                                                                                                                                    |                      |                           |                                  |                               |
| <b>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</b> |                      |                           |                                  |                               |
| Pension Costs (transferred to (or from) the Pensions Reserve)                                                                                                                                              | (2,156)              | 0                         | 0                                | <b>2,156</b>                  |
| Council Tax and NNDR (transfers to or from Collection Fund Adjustment Account)                                                                                                                             | 1,962                | 0                         | 0                                | <b>(1,962)</b>                |
| Holiday pay transferred to the Accumulated Absences                                                                                                                                                        | 31                   | 0                         | 0                                | <b>(31)</b>                   |
| Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure (these items are charged to the Capital Adjustment Account)                         | (1,175)              | 0                         | 0                                | <b>1,175</b>                  |
| Amount by which finance costs/income in the CIES are different from finance costs/income for the year in accordance with statutory requirements                                                            | 543                  | 0                         | 0                                | <b>(543)</b>                  |
| <b>Total Adjustments to Revenue Resources</b>                                                                                                                                                              | <b>(795)</b>         | <b>0</b>                  | <b>0</b>                         | <b>795</b>                    |
| <b>Adjustments between Revenue and Capital Resources</b>                                                                                                                                                   |                      |                           |                                  |                               |
| Transfer of non current asset sale proceeds from revenue to Capital Receipts Reserves                                                                                                                      | 286                  | (286)                     | 0                                | <b>0</b>                      |
| Repayment of Loan Principal                                                                                                                                                                                | 0                    | (186)                     | 0                                | <b>186</b>                    |
| Statutory provision for the repayment of debt (transfer from the Capital Adjustment Account)                                                                                                               | 449                  | 0                         | 0                                | <b>(449)</b>                  |
| Voluntary provision for the repayment of debt (transfer from the capital Adjustment Account)                                                                                                               | 374                  | 0                         | 0                                | <b>(374)</b>                  |
| Capital expenditure financed from revenue balances (transfer to the Capital Adjustment Account)                                                                                                            | 1,082                | 0                         | 0                                | <b>(1,082)</b>                |
| <b>Total Adjustments between Revenue and Capital Resources</b>                                                                                                                                             | <b>2,191</b>         | <b>(472)</b>              | <b>0</b>                         | <b>(1,719)</b>                |
| <b>Adjustments to Capital Resources</b>                                                                                                                                                                    |                      |                           |                                  |                               |
| Use of Capital Receipts Reserves to finance capital expenditure                                                                                                                                            | 0                    | 37                        | 0                                | <b>(37)</b>                   |
| Capital grants and contributions unapplied credited to the CIES                                                                                                                                            | 471                  | 0                         | (471)                            | <b>0</b>                      |
| Reversal of previous year grant applied to Capital Financing                                                                                                                                               | 0                    | (50)                      | 0                                | <b>50</b>                     |
| Use of Capital Receipts Reserves to finance statutory provision on loans funded by borrowing                                                                                                               | 0                    | 181                       | 0                                | <b>(181)</b>                  |
| Application of capital grants to finance capital expenditure                                                                                                                                               | 0                    | 0                         | 322                              | <b>(322)</b>                  |
| <b>Total Adjustments to Capital Resources</b>                                                                                                                                                              | <b>471</b>           | <b>168</b>                | <b>(149)</b>                     | <b>(490)</b>                  |
| <b>Total Adjustments</b>                                                                                                                                                                                   | <b>1,867</b>         | <b>(304)</b>              | <b>(149)</b>                     | <b>(1,414)</b>                |

|                                                                                                                                                                                                       | Usable reserves      |                           |                                  |                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------------------------|----------------------------------|-------------------------------|
|                                                                                                                                                                                                       | General Fund Balance | Capital Receipts Reserves | Capital Grants Unapplied Account | Movement in Unusable Reserves |
| 2020/21 Adjustments between accounting basis & funding basis under regulations                                                                                                                        | £'000                | £'000                     | £'000                            | £'000                         |
| <b>Adjustments to Revenue Resources</b>                                                                                                                                                               |                      |                           |                                  |                               |
| <b>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</b> |                      |                           |                                  |                               |
| 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                                                                                                                                           | (54)                 | 0                         | 0                                | 54                            |
| 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                            |
| <b>Total Adjustments to Revenue Resources</b>                                                                                                                                                         | <b>(10,277)</b>      | <b>0</b>                  | <b>0</b>                         | <b>10,277</b>                 |
| <b>Adjustments between Revenue and Capital Resources</b>                                                                                                                                              |                      |                           |                                  |                               |
| 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)                                                                                                       | 1,576                | 0                         | 0                                | (1,576)                       |
| <b>Total Adjustments between Revenue and Capital Resources</b>                                                                                                                                        | <b>3,122</b>         | <b>(191)</b>              | <b>0</b>                         | <b>(2,931)</b>                |
| <b>Adjustments to Capital Resources</b>                                                                                                                                                               |                      |                           |                                  |                               |
| 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)                          |
| <b>Total Adjustments to Capital Resources</b>                                                                                                                                                         | <b>1,842</b>         | <b>2,485</b>              | <b>(1,830)</b>                   | <b>(2,497)</b>                |
| <b>Total Adjustments</b>                                                                                                                                                                              | <b>(5,313)</b>       | <b>2,294</b>              | <b>(1,830)</b>                   | <b>4,849</b>                  |

## 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 2021/22.

|                                           | Balance at 31<br>March 2020 | Transfer out<br>2020/21 | Transfer in<br>2020/21 | Balance at 31<br>March 2021 | Transfer out<br>2021/22 | Transfer in<br>2021/22 | Balance at 31<br>March 2022 |
|-------------------------------------------|-----------------------------|-------------------------|------------------------|-----------------------------|-------------------------|------------------------|-----------------------------|
|                                           | £'000                       | £'000                   | £'000                  | £'000                       | £'000                   | £'000                  | £'000                       |
| Contingency/Risk Reserves                 | <b>3,144</b>                | (683)                   | 3,426                  | <b>5,887</b>                | (3,284)                 | 3,058                  | <b>5,661</b>                |
| Service Investment /<br>Renewals Reserves | <b>4,049</b>                | (1,541)                 | 2,216                  | <b>4,724</b>                | (1,650)                 | 1,187                  | <b>4,261</b>                |
| Strategy Reserve                          | <b>8,595</b>                | (1,803)                 | 814                    | <b>7,606</b>                | (527)                   | 2,213                  | <b>9,292</b>                |
| <b>Total</b>                              | <b>15,788</b>               | <b>(4,027)</b>          | <b>6,456</b>           | <b>18,217</b>               | <b>(5,461)</b>          | <b>6,458</b>           | <b>19,214</b>               |

During 2021/22 the earmarked reserves have been recategorised into the reserves listed above. For comparative purposes the figures for 2020/21 have been restated into the new categories.

| Reserve Name                        | Purpose                                                                                                        |
|-------------------------------------|----------------------------------------------------------------------------------------------------------------|
| Contingency / Risk Reserves         | To support areas of volatility i.e. Business Rate appeals, valuations of investment properties, insurance etc. |
| Service Investment/Renewals Reserve | To support service development initiatives, including IT upgrades and replacement programmes                   |
| Strategy Reserve                    | To finance projects within the Corporate Plan and Financial Strategy                                           |

## 12. OTHER OPERATING EXPENDITURE

| 2020/21<br>£'000 |                                                      | 2021/22<br>£'000 |
|------------------|------------------------------------------------------|------------------|
| 2,134            | Parish Council Precepts                              | 2,186            |
| 374              | Drainage Board Levies                                | 386              |
| 552              | (Gains)/Losses on the disposal of non-current assets | (68)             |
| <b>3,060</b>     | <b>Total</b>                                         | <b>2,504</b>     |

## 13. FINANCING AND INVESTMENT INCOME AND EXPENDITURE

| 2020/21<br>£'000 |                                                                                             | 2021/22<br>£'000 |
|------------------|---------------------------------------------------------------------------------------------|------------------|
| 224              | Interest payable and similar charges                                                        | 132              |
| 847              | Net interest on the net defined benefit liability/(asset)                                   | 927              |
| (238)            | Interest receivable and similar income                                                      | (755)            |
| (1,314)          | Income and Expenditure in relation to investment properties and changes in their fair value | (2,145)          |
| <b>(481)</b>     | <b>Total</b>                                                                                | <b>(1,841)</b>   |

## 14. TAXATION AND NON SPECIFIC GRANT INCOME AND EXPENDITURE

| 2020/21<br>£'000 |                                           | 2021/22<br>£'000 |
|------------------|-------------------------------------------|------------------|
| (8,823)          | Council Tax income                        | (9,224)          |
| (4,439)          | Non Domestic Rates Income and Expenditure | (4,410)          |
| (1,539)          | Non ring-fenced Government Grants         | (1,512)          |
| (2,473)          | Covid 19 Grants                           | (1,091)          |
| (1,552)          | Capital grants and contributions          | (1,100)          |
| <b>(18,826)</b>  | <b>Total</b>                              | <b>(17,337)</b>  |

# 15. PROPERTY PLANT AND EQUIPMENT

| Movements in 2021/22                                                                             | 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                             |
| <b>Cost or Valuation at April 2021</b>                                                           | <b>25,738</b>          | <b>4,618</b>                           | <b>377</b>            | <b>105</b>       | <b>3,064</b>   | <b>2,927</b>              | <b>36,829</b>                     |
| Additions                                                                                        | 145                    | 431                                    | 0                     | 0                | 0              | 3,700                     | <b>4,276</b>                      |
| Revaluation increase/(decrease) recognised in the Revaluation Reserve                            | 529                    | 0                                      | 0                     | 0                | 264            | 0                         | <b>793</b>                        |
| Revaluation increase/(decrease) recognised in the (Surplus)/Deficit on the Provision of Services | (1,215)                | 0                                      | 0                     | 0                | 2              | 0                         | <b>(1,213)</b>                    |
| Derecognition - Disposals                                                                        | 0                      | (12)                                   | 0                     | 0                | (7)            | 0                         | <b>(19)</b>                       |
| Derecognition - Other                                                                            | 0                      | (54)                                   | 0                     | 0                | (12)           | 0                         | <b>(66)</b>                       |
| Other movements in cost or valuation                                                             | 4,560                  | 210                                    | 0                     | 0                | (49)           | (4,972)                   | <b>(251)</b>                      |
| <b>At 31 March 2022</b>                                                                          | <b>29,757</b>          | <b>5 193</b>                           | <b>377</b>            | <b>105</b>       | <b>3,262</b>   | <b>1,655</b>              | <b>40,349</b>                     |
| <b>Accumulated Depreciation &amp; Impairment At April 2021</b>                                   | <b>0</b>               | <b>(1,821)</b>                         | <b>(137)</b>          | <b>0</b>         | <b>0</b>       | <b>0</b>                  | <b>(1,958)</b>                    |
| Depreciation charge                                                                              | (429)                  | (609)                                  | (10)                  | 0                | (3)            | 0                         | <b>(1,051)</b>                    |
| Depreciation written out to the Revaluation Reserve                                              | 252                    | 0                                      | 0                     | 0                | 2              | 0                         | <b>254</b>                        |
| Depreciation written out to the (Surplus)/Deficit on the Provision of Services                   | 177                    | 0                                      | 0                     | 0                | 1              | 0                         | <b>178</b>                        |
| Derecognition - Disposals                                                                        | 0                      | 12                                     | 0                     | 0                | 0              | 0                         | <b>12</b>                         |
| Derecognition - Other                                                                            | 0                      | 51                                     | 0                     | 0                | 0              | 0                         | <b>51</b>                         |
| Other Movements in Cost or Valuation                                                             | 0                      | 0                                      | 0                     | 0                | 0              | 0                         | <b>0</b>                          |
| <b>At 31 March 2022</b>                                                                          | <b>0</b>               | <b>(2,367)</b>                         | <b>(147)</b>          | <b>0</b>         | <b>0</b>       | <b>0</b>                  | <b>(2,514)</b>                    |
| <b>Net Book value</b>                                                                            |                        |                                        |                       |                  |                |                           |                                   |
| <b>At 31 March 2022</b>                                                                          | <b>29,757</b>          | <b>2,826</b>                           | <b>230</b>            | <b>105</b>       | <b>3,262</b>   | <b>1,655</b>              | <b>37,835</b>                     |
| <b>At 31 March 2021</b>                                                                          | <b>25,738</b>          | <b>2,797</b>                           | <b>240</b>            | <b>105</b>       | <b>3,064</b>   | <b>2,927</b>              | <b>34,871</b>                     |

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

## 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 2022, the Council has no ongoing contracts for the construction or enhancement of property, plant and equipment. The commitments at 31 March 2022 was £1.847m.

## 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 2021/22 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 2022 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.

|                                             | <b>Other Land &amp; Buildings</b> | <b>Vehicles, Plant &amp; Equipment</b> | <b>Surplus Assets</b> | <b>Other PPE Assets</b> | <b>Total</b>  |
|---------------------------------------------|-----------------------------------|----------------------------------------|-----------------------|-------------------------|---------------|
|                                             | <b>£'000</b>                      | <b>£'000</b>                           | <b>£'000</b>          | <b>£'000</b>            | <b>£'000</b>  |
| Carried at Historical Cost                  | 0                                 | 2,826                                  | 0                     | 1,990                   | <b>4,816</b>  |
| Valued at Current Value as at 31 March 2022 | 29,757                            | 0                                      | 3,262                 | 0                       | <b>33,019</b> |
| <b>Total Cost or Valuation</b>              | <b>29,757</b>                     | <b>2,826</b>                           | <b>3,262</b>          | <b>1,990</b>            | <b>37,835</b> |

The significant assumptions applied in estimating the current values are:

- no allowance has been made for liability of taxation upon disposal;
- the instant build approach has been used for Depreciated Replacement Cost valuations;
- valuations have been provided at gross cost and do not include an allowance for purchasers cost;
- that good title can be shown and all valid planning permissions and statutory approvals are in place;
- that the property is connected and has a right to use mains services and that sewers, main services and roads giving access to it have been adopted;
- that an inspection of those parts not inspected would not reveal defects that would affect the valuation;
- that the testing of electrical or other services would not reveal defects that would cause the valuation to alter;
- that there are no deleterious or hazardous materials or existing or potential environmental factors that would affect the valuation.



### Assets Valued at Fair Value

With regard to assets valued at fair value, no assets within the portfolio are classed at Level 1 in the fair value hierarchy i.e. unadjusted prices in active markets for identical assets.

For the remaining assets the majority are classed at Level 2 i.e. quoted prices that are observable for the asset with adjustments being made based on perhaps location and condition.

| 2020/21<br>£'000 | Level 2 Significant Observable Inputs | 2021/22<br>£'000 |
|------------------|---------------------------------------|------------------|
| 3,063            | Surplus Assets                        | 3,047            |
| <b>3,063</b>     | <b>Fair Value as at 31 March</b>      | <b>3,047</b>     |

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<br>measure fair value    | Unobservable<br>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:

| 2020/21<br>£'000 |                                             | 2021/22<br>£'000 |
|------------------|---------------------------------------------|------------------|
| 20,949           | Balance at start of year:                   | 20,978           |
| 0                | Purchases                                   | 0                |
| 0                | subsequent expenditure                      | 0                |
| 29               | Net gain/(Loss) from fair value adjustments | 776              |
| <b>20,978</b>    | <b>Balance at End of the year</b>           | <b>21,754</b>    |

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.

| 2020/21<br>£'000 | Income & Expenditure                                       | 2021/22<br>£'000 |
|------------------|------------------------------------------------------------|------------------|
| (1,325)          | Rental income from investment property                     | (1,418)          |
| 41               | Direct operating expenses arising from Investment property | 49               |
| <b>(1,284)</b>   | <b>Net (Gain)/Loss</b>                                     | <b>(1,369)</b>   |

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 2022 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:

| 2020/21<br>£'000 | Level 2 Significant Observable Inputs | 2021/22<br>£'000 |
|------------------|---------------------------------------|------------------|
| 1,155            | Retail ( <b>2 properties</b> )        | 1,155            |
| 2,313            | Hotel                                 | 2,773            |
| 2,523            | Leisure                               | 2,523            |
| 9,552            | Manufacturing ( <b>2 properties</b> ) | 9,850            |
| 5,435            | Commercial Unit                       | 5,453            |
| <b>20,978</b>    | <b>Fair Value as at 31 March</b>      | <b>21,754</b>    |

**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 2020/21 and 2021/22. The movement on Intangible Asset balances during the year is as follows:

| 2020/21<br>£'000 |                                             | 2021/22<br>£'000 |
|------------------|---------------------------------------------|------------------|
|                  | Balance at start of year:                   |                  |
| 444              | Gross carrying amounts                      | 481              |
| (311)            | Accumulated amortisation                    | (360)            |
| <b>133</b>       | <b>Net carrying amount at start of year</b> | <b>121</b>       |
|                  | Movements:                                  |                  |
| 37               | Purchases                                   | 199              |
| 0                | Other disposals                             | 0                |
| (49)             | Amortisation for the period                 | (52)             |
| 0                | Other changes                               | 251              |
| <b>121</b>       | <b>Net carrying amount at end of year</b>   | <b>519</b>       |
|                  | Comprising:                                 |                  |
| 481              | Gross carrying amounts                      | 931              |
| (360)            | Accumulated amortisation                    | (412)            |
| <b>121</b>       | <b>Total</b>                                | <b>519</b>       |

## 18. FINANCIAL INSTRUMENTS

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

| Financial Assets                  | Non-Current   |               |               |               | Current       |               |               |               | 2020/21       | 2021/22       |
|-----------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
|                                   | Investments   |               | Debtors       |               | Investments   |               | Debtors       |               | Total         | Total         |
|                                   | 31 March 2021 | 31 March 2022 | 31 March 2021 | 31 March 2022 | 31 March 2021 | 31 March 2022 | 31 March 2021 | 31 March 2022 | 31 March 2021 | 31 March 2022 |
|                                   | £'000         | £'000         | £'000         | £'000         | £'000         | £'000         | £'000         | £'000         | £'000         | £'000         |
| Fair Value through profit or loss | 3,093         | 3,636         | 0             | 0             | 0             | 0             | 0             | 0             | 3,093         | 3,636         |
| Amortised Cost                    | 48            | 48            | 1,256         | 626           | 13,988        | 17,053        | 3,859         | 5,986         | 19,151        | 23,713        |
| <b>Total Financial Assets</b>     | <b>3,141</b>  | <b>3,684</b>  | <b>1,256</b>  | <b>626</b>    | <b>13,988</b> | <b>17,053</b> | <b>3,859</b>  | <b>5,986</b>  | <b>22,244</b> | <b>27,349</b> |
| Non-Financial Assets              | 20,978        | 21,754        | 0             | 0             | 0             | 0             | 4,291         | 1,333         | 25,269        | 23,087        |
| <b>Total</b>                      | <b>24,119</b> | <b>25,438</b> | <b>1,256</b>  | <b>626</b>    | <b>13,988</b> | <b>17,053</b> | <b>8,150</b>  | <b>7,319</b>  | <b>47,513</b> | <b>50,436</b> |

| Financial Liabilities              | Non-Current   |               |               |               | Current       |               |               |               | 2020/21       | 2021/22       |
|------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
|                                    | Borrowings    |               | Creditors     |               | Borrowings    |               | Creditors     |               | Total         | Total         |
|                                    | 31 March 2021 | 31 March 2022 | 31 March 2021 | 31 March 2022 | 31 March 2021 | 31 March 2022 | 31 March 2021 | 31 March 2022 | 31 March 2021 | 31 March 2022 |
|                                    | £'000         | £'000         | £'000         | £'000         | £'000         | £'000         | £'000         | £'000         | £'000         | £'000         |
| Amortised Cost                     | 16,500        | 16,500        | 3,136         | 2,659         | 3,577         | 5,000         | 12,068        | 12,807        | 35,281        | 36,966        |
| <b>Total Financial Liabilities</b> | <b>16,500</b> | <b>16,500</b> | <b>3,136</b>  | <b>2,659</b>  | <b>3,577</b>  | <b>5,000</b>  | <b>12,068</b> | <b>12,807</b> | <b>35,281</b> | <b>36,966</b> |
| Non-Financial Liabilities          | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 1,269         | 0             | 1,269         |
| <b>Total</b>                       | <b>16,500</b> | <b>16,500</b> | <b>3,136</b>  | <b>2,659</b>  | <b>3,577</b>  | <b>5,000</b>  | <b>12,068</b> | <b>14,076</b> | <b>35,281</b> | <b>38,235</b> |

### 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 £3.636m (£3.093m 2020/21) 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 £0.636m. 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:

| 2020/21                                         | 2020/21                                    |                                                                    | 2021/22                                         | 2021/22                                    |
|-------------------------------------------------|--------------------------------------------|--------------------------------------------------------------------|-------------------------------------------------|--------------------------------------------|
| £'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 |
|                                                 |                                            | <b>Net (Gains)/Losses on:</b>                                      |                                                 |                                            |
| 22                                              | 0                                          | Financial assets measured at fair value through the profit or loss | (543)                                           | 0                                          |
| (168)                                           | 0                                          | Financial assets measured at amortised cost                        | (239)                                           | 0                                          |
| <b>(146)</b>                                    | <b>0</b>                                   | <b>Total Net (Gains)/Losses</b>                                    | <b>(782)</b>                                    | <b>0</b>                                   |
|                                                 |                                            | <b>Interest Income</b>                                             |                                                 |                                            |
| (154)                                           | 0                                          | Financial assets measured at fair value through the profit or loss | (141)                                           | 0                                          |
| (106)                                           | 0                                          | Financial assets measured at amortised cost                        | (71)                                            | 0                                          |
| <b>(260)</b>                                    | <b>0</b>                                   | <b>Total Interest Revenue</b>                                      | <b>(212)</b>                                    | <b>0</b>                                   |
|                                                 |                                            | <b>Interest Expense</b>                                            |                                                 |                                            |
| 391                                             | 0                                          | Financial Liabilities measured at amortised cost                   | 371                                             | 0                                          |
| <b>391</b>                                      | <b>0</b>                                   | <b>Total Interest</b>                                              | <b>371</b>                                      | <b>0</b>                                   |
|                                                 |                                            | <b>Fee Expense</b>                                                 |                                                 |                                            |
| 19                                              | 0                                          | Financial assets measured at fair value through the profit or loss | 22                                              | 0                                          |
| 1                                               | 0                                          | Financial liabilities measured at amortised cost                   | 4                                               | 0                                          |
| <b>20</b>                                       | <b>0</b>                                   | <b>Total Fee Expense</b>                                           | <b>26</b>                                       | <b>0</b>                                   |

## 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 31/03/2021<br>£'000 | As at 31/03/2022<br>£'000 |
|----------------------------------------------------------------|-------------------------------------|------------------------------------------------------------------|---------------------------|---------------------------|
| <b>Fair Value through Profit or Loss</b><br>CCLA Property Fund | Level 1                             | Unadjusted quoted prices in active markets for indentical shares | 3,093                     | 3,636                     |
| <b>Total</b>                                                   |                                     |                                                                  | <b>3,093</b>              | <b>3,636</b>              |

## 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:

| 2020/21<br>£'000 | 2020/21<br>£'000 |                                           | 2021/22<br>£'000 | 2021/22<br>£'000 |
|------------------|------------------|-------------------------------------------|------------------|------------------|
| Carrying Amount  | Fair Value       |                                           | Carrying Amount  | Fair Value       |
| 941              | 978              | Loans and Receivables (Long Term Debtors) | 363              | 363              |
| 0                | 0                | Finance Lease Liabilities                 | 0                | 0                |
| (3,502)          | (3,502)          | Non PWLB Borrowing                        | (5,002)          | (5,002)          |
| (16,575)         | (21,615)         | PWLB Borrowing                            | (16,574)         | (19,574)         |

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 £19.574m.

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 £16.419m.

Debtors and creditors and receipts in advance are carried at cost (invoiced or billed amount) as this is a fair approximation of their value.

## 19. DEBTORS

| 2020/21<br>£'000 |                                | 2021/22<br>£'000 |
|------------------|--------------------------------|------------------|
| 3,173            | Central Government Bodies      | 1,881            |
| 2,138            | Other Local Authorities        | 1,417            |
| 0                | NHS Bodies                     | 0                |
| 1,112            | Other Entities and Individuals | 1,488            |
| 156              | Trade                          | 942              |
| 409              | Prepayments                    | 0                |
| <b>6,988</b>     | <b>Total</b>                   | <b>5,728</b>     |

Debtors for local taxation of £1.591m (£1.162m 2020 -21) have been excluded from the above figures.

Prepayments for 2021-22 - £0.660m have been allocated over Other Entities and Individuals - £0.023m and Trade Receivables - £0.637m.

## 20. CASH AND CASH EQUIVALENTS

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

| 2020/21<br>£'000 |                          | 2021/22<br>£'000 |
|------------------|--------------------------|------------------|
| 2                | Cash held by the Council | 20               |
| 128              | Bank Current Accounts    | 43               |
| 13,858           | Short-term Deposits      | 16,990           |
| <b>13,988</b>    | <b>Total</b>             | <b>17,053</b>    |

## 21. CREDITORS

| 2020/21<br>£'000 |                                | 2021/22<br>£'000 |
|------------------|--------------------------------|------------------|
| 7,906            | Central Government Bodies      | 8,081            |
| 508              | Other Local Authorities        | 918              |
| 3,979            | Other Entities and Individuals | 1,112            |
| 0                | Trade                          | 1,474            |
| <b>12,393</b>    | <b>Total</b>                   | <b>11,585</b>    |

Creditors for Local Taxation of £0.762m (£0.0m 2020 -21) have been excluded from the above figures.

The Other Entities and Individuals figure for 2020/21 includes the Trade creditors

## 22.

## PROVISIONS

|                                    | <b>Injury &amp; damage Compensation Claims</b> | <b>VAT Partial Exemption</b> | <b>Business Rates</b> | <b>Other Provisions</b> | <b>Total</b>   |
|------------------------------------|------------------------------------------------|------------------------------|-----------------------|-------------------------|----------------|
|                                    | <b>£'000</b>                                   | <b>£'000</b>                 | <b>£'000</b>          | <b>£'000</b>            | <b>£'000</b>   |
| <b>Balance at 1 April 2021</b>     | <b>(38)</b>                                    | <b>0</b>                     | <b>(800)</b>          | <b>(207)</b>            | <b>(1,045)</b> |
| Additional provisions made in year | (18)                                           | (742)                        | (374)                 | (176)                   | <b>(1,310)</b> |
| Unused amounts reversed in year    | 18                                             | 0                            | 237                   | 207                     | <b>462</b>     |
| Amounts used in year               | 0                                              | 0                            | 311                   | 0                       | <b>311</b>     |
| <b>Balance at 31 March 2022</b>    | <b>(38)</b>                                    | <b>(742)</b>                 | <b>(626)</b>          | <b>(176)</b>            | <b>(1,582)</b> |

**Long Term Provisions** - This provision relates to injury compensation claims £0.038m. A settlement date for these claims is unknown at this stage.

**Short Term Provisions** - VAT Partial Exemption - During 2019/20 the Council breached the VAT Partial Exemption de minimis which may result in a VAT repayment of £0.742m. The Council submitted the 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 £742k relating to 2019/20 is repayable. The Council, with the support of tax advisors is appealing this decision.

Cost of employee's accrued leave £0.176m and Business Rates appeals £0.626m. 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

| <b>2020/21</b> | <b>SUMMARY</b>                               | <b>2021/22</b> |
|----------------|----------------------------------------------|----------------|
| <b>£'000</b>   |                                              | <b>£'000</b>   |
| (9,906)        | Revaluation Reserve                          | (10,841)       |
| 0              | Financial Instruments Revaluation Reserve    | 0              |
| (8,614)        | Capital Adjustment Account                   | (9,826)        |
| (365)          | Deferred Capital Receipts Reserve            | (315)          |
| 0              | Financial instruments Adjustment Account     | 0              |
| (93)           | Pooled Investment Funds (statutory override) | (636)          |
| 47,453         | Pensions Reserve                             | 40,099         |
| 2,950          | Collection Fund Adjustment Account           | 988            |
| 207            | Accumulated Absences Account                 | 176            |
| <b>31,632</b>  | <b>Total Unusable Reserves</b>               | <b>19,645</b>  |



## 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.

| 2020/21<br>£'000 | Revaluation Reserve                                                                                                                  | 2021/22<br>£'000 |
|------------------|--------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <b>(10,350)</b>  | <b>Balance at 1 April</b>                                                                                                            | <b>(9,906)</b>   |
| (405)            | Upward revaluations of assets                                                                                                        | (1,783)          |
| 594              | Downward revaluation of assets and impairment losses not charged to Surplus/Deficit on the Provision of Services                     | 720              |
| <b>189</b>       | <b>(Surplus) or Deficit on revaluation of non-current assets not posted to the (Surplus) or Deficit on the Provision of Services</b> | <b>(1,063)</b>   |
| 96               | Difference between fair value depreciation and historical cost depreciation                                                          | 99               |
| 159              | Accumulated gains on assets sold or scrapped                                                                                         | 29               |
| <b>255</b>       | <b>Amount written off to the Capital Adjustment Account</b>                                                                          | <b>129</b>       |
| <b>(9,906)</b>   | <b>Balance at 31 March</b>                                                                                                           | <b>(10,841)</b>  |

## Capital Adjustment Account

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

| 2020/21<br>£'000 | Capital Adjustment Account                                                                                                | 2021/22<br>£'000 | 2021/22<br>£'000 |
|------------------|---------------------------------------------------------------------------------------------------------------------------|------------------|------------------|
| (9,423)          | <b>Balance at 1 April</b>                                                                                                 |                  | (8,614)          |
|                  | <b>Reversal of items relating to capital expenditure debited or credited to the CIES</b>                                  |                  |                  |
| 956              | Charges for depreciation and impairment of non-current assets                                                             | 1,052            |                  |
| 2,437            | Revaluation losses on Property, Plant and Equipment                                                                       | 1,035            |                  |
| 49               | Amortisation of intangible assets                                                                                         | 52               |                  |
| 5,051            | Revenue expenditure funded from capital under statute                                                                     | 3,336            |                  |
| (2)              | Credit loss on Loans funded by Capital                                                                                    | 2                |                  |
| 982              | Amounts of non-current assets written off on disposal or sale as part of the (gain)/loss on disposal to the CIES          | 72               |                  |
| 9,473            |                                                                                                                           |                  | 5,549            |
| (255)            | Adjusting amounts written out of the Revaluation Reserve                                                                  |                  | (128)            |
| 9,218            | <b>Net written out amount of the cost of non-current assets consumed in the year</b>                                      |                  | 5,421            |
|                  | <b>Capital Financing Applied in the year:</b>                                                                             |                  |                  |
| (2,520)          | Use of Capital Receipts Reserve to finance new capital expenditure                                                        | (38)             |                  |
| (3,318)          | Capital grants and contributions credited to the CIES that have been applied to capital Financing                         | (3,598)          |                  |
| (12)             | Applications of grants to capital financing from the Capital Grant Unapplied Account                                      | (321)            |                  |
| (251)            | Statutory provision for the financing of capital investment charged against the General Fund balance                      | (449)            |                  |
| (707)            | Voluntary provision for the financing of capital investment charged against the General Fund Balance                      | (374)            |                  |
| (30)             | Statutory provision charged against Capital Receipts Reserve for the repayment of loans funded by borrowing               | (181)            |                  |
| 33               | Loan Principal Repaid                                                                                                     | 186              |                  |
| (1,575)          | Capital expenditure charged against the General Fund balance                                                              | (1,082)          |                  |
| (8,380)          |                                                                                                                           |                  | (5,857)          |
| (29)             | Movement in market value of investment properties debited or credited to the Comprehensive Income & Expenditure Statement |                  | (776)            |
| (8,614)          | <b>Balance at 31 March</b>                                                                                                |                  | (9,826)          |

### 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.

| 2020/21<br>£'000 | Deferred Capital Receipts Reserve                                                                                                      | 2021/22<br>£'000 |
|------------------|----------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <b>0</b>         | <b>Balance at 1 April</b>                                                                                                              | <b>(365)</b>     |
| (430)            | Transfer of deferred sale proceeds credited as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement | 0                |
| 65               | Transfer to the capital receipts reserve upon receipt of cash                                                                          | 50               |
| <b>(365)</b>     | <b>Balance at 31 March</b>                                                                                                             | <b>(315)</b>     |

### Pooled Investment Funds Adjustment Account

The Pooled Investment Funds Adjustment Account holds the Fair Value adjustments of Investments reclassified 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.

| 2020/21<br>£'000 | Pooled Investment Funds Adjustment Account | 2021/22<br>£'000 |
|------------------|--------------------------------------------|------------------|
| (115)            | <b>Balance at 1 April</b>                  | (93)             |
| 22               | Fair Value adjustment                      | (543)            |
| (93)             | <b>Balance at 31 March</b>                 | (636)            |

### 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.

| 2020/21<br>£'000 | Pensions Reserve                                                                                                                           | 2021/22<br>£'000 |
|------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <b>37,795</b>    | <b>Balance at 1 April</b>                                                                                                                  | <b>47,453</b>    |
| <b>8,431</b>     | Remeasurement of the net defined benefit liability/(asset)                                                                                 | <b>(9,510)</b>   |
| <b>3,384</b>     | Reversal of items relating to retirement benefits debited or credited to the (Surplus) or Deficit on the Provision of services in the CIES | <b>4,397</b>     |
| <b>(2,157)</b>   | Employee pensions contributions and direct payments to pensioners payable in year                                                          | <b>(2,241)</b>   |
| <b>47,453</b>    | <b>Balance at 31 March</b>                                                                                                                 | <b>40,099</b>    |

### 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.

| 2020/21<br>£'000 | Collection Fund Adjustment Account                                                                                                                                                                                                          | 2021/22<br>£'000 |
|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| 102<br>2,848     | <b>Balance at 1 April</b><br>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 | 2,950<br>(1,962) |
| 2,950            | <b>Balance at 31 March</b>                                                                                                                                                                                                                  | 988              |

### 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.

| 2020/21<br>£'000 | Accumulated Absences Account                                                                                                                                                     | 2021/22<br>£'000 |
|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| 154              | <b>Balance at 1 April</b>                                                                                                                                                        | 207              |
| (154)            | Settlement or cancellation of accrual made at the end of the preceding year                                                                                                      | (207)            |
| 207              | Amounts accrued at the end of the current year                                                                                                                                   | 176              |
| 53               | <b>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</b> | (31)             |
| 207              | <b>Balance at 31 March</b>                                                                                                                                                       | 176              |

## 25. MEMBERS' ALLOWANCES

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

| 2020/21<br>£'000 | Members' Allowances               | 2021/22<br>£'000 |
|------------------|-----------------------------------|------------------|
| 216              | Basic Allowance                   | 220              |
| 65               | Special Responsibility Allowances | 66               |
| 7                | Expenses                          | 11               |
| 288              | <b>Total expenditure</b>          | 297              |

## 26. OFFICERS' REMUNERATION

The remuneration paid to the Council's senior employees is as follows:

| Post Title                                                                                                                          |                | Salary (including fees & allowances) | Compensation for loss of office | Pensions Contributions | TOTAL          |
|-------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------------------------------|---------------------------------|------------------------|----------------|
|                                                                                                                                     |                | £                                    | £                               | £                      | £              |
| Chief Executive                                                                                                                     | <b>2021/22</b> | <b>127,879</b>                       | <b>0</b>                        | <b>36,876</b>          | <b>164,755</b> |
|                                                                                                                                     | 2020/21        | 122,325                              | 0                               | 35,560                 | 157,885        |
| Assistant Director Operational & Commercial Services (previously Interim Assitant Director of Operations)                           | <b>2021/22</b> | <b>72,674</b>                        | <b>0</b>                        | <b>20,957</b>          | <b>93,631</b>  |
|                                                                                                                                     | 2020/21        | 69,919                               | 0                               | 20,145                 | 90,064         |
| Assistant Director Finance, Business Support & Property Services (S151)* (previously Finance and Business Support Manager)          | <b>2021/22</b> | <b>72,674</b>                        | <b>0</b>                        | <b>20,957</b>          | <b>93,631</b>  |
|                                                                                                                                     | 2020/21        | 69,259                               | 0                               | 19,834                 | 89,093         |
| Assistant Director Planning & Regeneration                                                                                          | <b>2021/22</b> | <b>64,382</b>                        | <b>0</b>                        | <b>17,998</b>          | <b>82,380</b>  |
|                                                                                                                                     | 2020/21        | 54,725                               | 0                               | 15,909                 | 70,634         |
| Assistant Director Homes & Communities (started 01/10/2020)                                                                         | <b>2021/22</b> | <b>65,775</b>                        | <b>0</b>                        | <b>18,968</b>          | <b>84,743</b>  |
|                                                                                                                                     | 2020/21        | 31,250                               | 0                               | 9,084                  | 40,334         |
| Assistant Director Change Management & Regulatory Services (started 07/12/2020)                                                     | <b>2021/22</b> | <b>70,482</b>                        | <b>0</b>                        | <b>20,325</b>          | <b>90,807</b>  |
|                                                                                                                                     | 2020/21        | 21,411                               | 0                               | 6,224                  | 27,635         |
| Assistant Director People and Democratic Services - Monitoring Officer (previously Director of Corporate Services - left 31.3.2021) | <b>2021/22</b> | <b>61,221</b>                        | <b>0</b>                        | <b>17,668</b>          | <b>78,889</b>  |
|                                                                                                                                     | 2020/21        | 0                                    | 0                               | 0                      | 0              |

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

The post of Assistant Director People and Democratic Services was created as an interim post after the Director of Corporate Services left on 31 March 2021. This post became permanent in March 2022.

There were no taxable expenses allowances, other payments or bonus payments made to senior members of staff in 2020/21 or 2021/22.

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<br>2020/21 | Remuneration Band    | Number of Employees<br>2021/22 |
|--------------------------------|----------------------|--------------------------------|
| 3                              | £50,000 to £54,999   | 2                              |
| 1                              | £55,000 to £59,999   | 1                              |
| 1                              | £60,000 to £64,999   | 2                              |
| 4                              | £65,000 to £69,999   | 1                              |
| 0                              | £70,000 to £74,999   | 3                              |
| 0                              | £75,000 to £79,999   | 0                              |
| 1                              | £80,000 to £84,999   | 0                              |
| 1                              | £85,000 to £89,999   | 0                              |
| 0                              | £90,000 to £94,999   | 0                              |
| 0                              | £95,000 to £99,999   | 0                              |
| 0                              | £100,000 to £104,999 | 0                              |
| 0                              | £105,000 to £109,999 | 0                              |
| 0                              | £110,000 to £114,999 | 0                              |
| 0                              | £115,000 to £119,999 | 0                              |
| 1                              | £120,000 to £124,999 | 0                              |
| 0                              | £125,000 to £129,999 | 1                              |
| <b>12</b>                      | <b>Total</b>         | <b>10</b>                      |

The number of exit packages with total cost per band and total cost of the compulsory and other redundancies for the Council in 2021/22 are set out in the table below:

| Exit Package Cost<br>band (including<br>special payments) | Number of<br>Compulsory<br>Redundancies |          | Number of Other<br>Departures Agreed |          | Total Number of Exit<br>packages by Cost<br>Band |          | Total Cost of Exit<br>Packages in each Band |              |
|-----------------------------------------------------------|-----------------------------------------|----------|--------------------------------------|----------|--------------------------------------------------|----------|---------------------------------------------|--------------|
|                                                           | 2020/21                                 | 2021/22  | 2020/21                              | 2021/22  | 2020/21                                          | 2021/22  | 2020/21<br>£                                | 2021/22<br>£ |
| <b>£0- £20,000</b>                                        | 1                                       | 0        | 0                                    | 0        | 1                                                | 0        | <b>6,998</b>                                | <b>0</b>     |
| <b>£20,001 -£40,000</b>                                   | 0                                       | 0        | 0                                    | 0        | 0                                                | 0        | <b>0</b>                                    | <b>0</b>     |
| <b>£40,001 -£60,000</b>                                   | 2                                       | 0        | 0                                    | 0        | 2                                                | 0        | <b>105,861</b>                              | <b>0</b>     |
| <b>Total</b>                                              | <b>3</b>                                | <b>0</b> | <b>0</b>                             | <b>0</b> | <b>3</b>                                         | <b>0</b> | <b>112,859</b>                              | <b>0</b>     |

There were no exit packages made during 2021/22

## 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.

| 2020/21<br>£'000 | External Audit Costs                                                                                                        | 2021/22<br>£'000 |
|------------------|-----------------------------------------------------------------------------------------------------------------------------|------------------|
| 46               | Fees payable to the External Audit with regard to external audit services carried out by the appointed auditor for the year | 50               |
| 6                | Fees payable to the External Audit for the certification of grant claims and returns for the year                           | 8                |
| 0                | Fees payable in respect of other services provided by the External Audit during the year                                    | 12               |
| <b>52</b>        | <b>Total</b>                                                                                                                | <b>70</b>        |

## 28. GRANT INCOME

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

| 2020/21<br>£'000 |                                                                        | 2021/22<br>£'000 |
|------------------|------------------------------------------------------------------------|------------------|
|                  | <b>Credited to Taxation and non Specific Grant Income:</b>             |                  |
| 7,568            | Business Rates Retention Scheme                                        | 5,523            |
| 736              | Non-Ring Fenced Grants - New Homes Bonus                               | 719              |
| 0                | Non-Ring Fenced Grants - Lower Tier Services Grant                     | 129              |
| 803              | Non-Ring Fenced Grants - Other Grant and Contributions                 | 664              |
| 2,473            | Covid 19 Related Grants                                                | 1,091            |
| 35               | Capital Grants & Contributions - GLLEP Funding                         | 0                |
| 17               | Capital Grants & Contributions - S106 Beal Homes (Riverside Walk)      | 370              |
| 1,500            | Capital Grants & Contributions - S106 Taylor Lindsey -Minister Fields  | 0                |
| 0                | Capital Grants & Contributions - S106 Taylor Lindsey -Roman Gates      | 250              |
| 0                | Capital Grants and Contributions - Decarbonisation Grant Scheme        | 54               |
| 0                | Capital Grants & Contributions -PCC Safer Streets Fund                 | 121              |
| 0                | Capital Grants & Contributions -Levelling Up Fund                      | 53               |
| 0                | Capital Grants & Contributions -Other                                  | 252              |
| <b>13,132</b>    | <b>Total Non Specific Grant Income</b>                                 | <b>9,226</b>     |
|                  | <b>Credited to Services, Revenue Related:</b>                          |                  |
| 15,895           | Department of Work & Pensions - Housing Benefit Allowance              | 14,591           |
| 247              | Department of Work & Pensions - Housing Benefits Administration Grants | 228              |
| 794              | Disabled Facilities Grants                                             | 829              |
| 2,754            | Lincolnshire County Council - GLLEP Funding                            | 0                |
| 0                | Housing Infrastructure Fund - Southern SUE                             | 2,193            |
| 3,416            | Government Covid 19 Grants                                             | 2,282            |
| 494              | Other Covid 19 Grants                                                  | 321              |
| 578              | Other Grants & Contributions                                           | 1,704            |
| <b>24,178</b>    | <b>Total Credited to Service</b>                                       | <b>22,148</b>    |

## 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.

| 2020/21<br>£'000 |                                                  | 2021/22<br>£'000 |
|------------------|--------------------------------------------------|------------------|
|                  | <b>Capital grants receipts in advance:</b>       |                  |
| 1,978            | S106 Agreements                                  | 1,690            |
| 483              | HIF Southern SUE Funding                         | 0                |
| 675              | Lincolnshire County Council -GLLEP LOTS & Cinema | 645              |
| 0                | Levelling Up Fund - Thriving Gainsborough        | 324              |
| 0                | PCC Safer Streets Fund                           | 19               |
|                  | <b>Revenue grants receipts in advance:</b>       |                  |
| 992              | BEIS - Additional Restrictions Grant             | 0                |
| 49               | Cabinet Office - Transaction Risking Project     | 0                |
| 40               | Arts Council Mayflower Grant                     | 0                |
| 7                | LGA Firebrand Training Grant                     | 0                |
| 2                | DWP New Burdens                                  | 0                |
| 1                | Mr Big                                           | 1                |
| 0                | DLUHC - Covid additional Relief Fund (CARF)      | 1,408            |
| 0                | DLUHC - Homelessness Prevention Grant            | 1                |
| 0                | Notts City Council Green Homes Grant             | 216              |
| 0                | PCC Safer Streets Fund                           | 59               |
| 0                | IDeA -Housing Advisors programme.                | 25               |
| <b>4,227</b>     | <b>Total</b>                                     | <b>4,388</b>     |

## 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 2021/22 is shown in Note 25.



During 2021/22, 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 due to be repaid by 2028/29 has now been paid in full in the current financial year 2021/22. The loan was provided after following the Council's loan procedures. The Council paid levies and additional drainage costs of £0.338m to four Internal Drainage Boards where Councillors represented the Council, specifically; Witham 3rd IDB (3 councillors, £0.214m), Scunthorpe and Gainsborough Water Management Board (2 councillors, £0.057m), Upper Witham IDB (1 councillor, £0.048m), Ancholme IDB (1 councillor, £0.019m). In addition, the Council paid grants totalling £0.099m 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, £0.019m was paid to organisations where Councillors had declared a related party interest.

[www.west-lindsey.gov.uk](http://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 £0.020m 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.

### **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 2021/22 the Council contributed £98,900 (£98,900 2020/2021).

### **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 during 2021-22 was Tracey Bircumshaw who was also the Council's Assistant Director Finance, Business Support and Property Services for the Council during 2021-22.

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

| <b>Surestaff Lincs Ltd</b>                                        | <b>2020/21</b><br>£ | <b>2021/22</b><br>£ |
|-------------------------------------------------------------------|---------------------|---------------------|
| Council Received                                                  | 11,757              | 10,663              |
| Council Paid Out                                                  | 0                   | 0                   |
| Covid-19 Grant (Small Business Grant Fund - WLDC acting as agent) | 10,000              | 0                   |
| Kick Start Grant                                                  | 0                   | 7,147               |
| Loans Balance Brought Forward                                     | 32,000              | 32,000              |
| Loans Issued in the financial year                                | 0                   | 0                   |
| Less Loans Repaid in the financial year                           | 0                   | 0                   |
| Loans Outstanding 31 March                                        | 32,000              | 32,000              |

| <b>WLDC Staffing Services Ltd</b>  | <b>2020/21</b><br>£ | <b>2021/22</b><br>£ |
|------------------------------------|---------------------|---------------------|
| Council Received                   | 18,921              | 13,434              |
| Council Paid Out                   | 630,682             | 795,374             |
| Loans Balance Brought Forward      | 22,000              | 17,000              |
| Loans Issued in the financial year | 2,000               | 0                   |
| Loans Repaid in the financial year | 7,000               | 5,000               |
| Loans Outstanding 31 March         | 17,000              | 12,000              |

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 2021/22 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. 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:

| <b>Market Street Renewal Limited (MSRL)</b> | <b>2020/21</b><br>£ | <b>2021/22</b><br>£ |
|---------------------------------------------|---------------------|---------------------|
| Council Received                            | 28,342              | 22,425              |
| Council Paid Out                            | 0                   | 0                   |
| MSRL Share Capital                          | 200                 | 200                 |
| Loans balance brought forward               | 375,000             | 357,500             |
| Loans issued in the financial year          | 0                   | 0                   |
| Loans repaid in the financial year          | 17,500              | 15,000              |
| Loans Outstanding 31 March                  | 357,500             | 342,500             |
| 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.

| 2020/21<br>£'000 |                                                                                                   | 2021/22<br>£'000 |
|------------------|---------------------------------------------------------------------------------------------------|------------------|
| <b>37,905</b>    | <b>Opening Capital Financing Requirement Capital Investment</b>                                   | <b>38,525</b>    |
| 107              | Property, Plant and Equipment                                                                     | 576              |
| 3,840            | Assets Under Construction                                                                         | 3,700            |
| 37               | Intangible Assets                                                                                 | 199              |
| 0                | Investment Properties                                                                             | 0                |
| 0                | Long Term Shares Investment                                                                       | 0                |
| 0                | Long Term Loan                                                                                    | 0                |
| 0                | Adjustment for non-capital loans                                                                  | 0                |
| 5,051            | Revenue Expenditure Funded from Capital Under Statute                                             | 3,336            |
|                  | <b>Sources of Finance</b>                                                                         |                  |
| (2,520)          | Capital Receipts                                                                                  | (38)             |
| (3,331)          | Government Grants and Contributions                                                               | (3,919)          |
| 0                | Reversal of previous year grant applied capital financing                                         | 0                |
|                  | <i>Sums set aside from Revenue:</i>                                                               |                  |
| (1,576)          | Direct revenue contributions                                                                      | (1,082)          |
| (281)            | Minimum Revenue Provision                                                                         | (630)            |
| (707)            | Voluntary Revenue Provision                                                                       | (374)            |
| <b>38,525</b>    | <b>Closing Capital Financing Requirements</b>                                                     | <b>40,293</b>    |
|                  | <b>Explanation of Movements in Year</b>                                                           |                  |
| 620              | Increase/(Decrease) in underlying need to borrow (unsupported by Government financial assistance) | 1,768            |
| 0                | Assets Acquired under Finance Leases                                                              | 0                |
| <b>620</b>       | <b>Increase/(Decrease) in Capital Financing Requirement</b>                                       | <b>1,768</b>     |

**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 14 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 17 years remaining).

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

| 2020/21<br>£'000 |                                          | 2021/22<br>£'000 |
|------------------|------------------------------------------|------------------|
| 431              | Other Land and Buildings                 | 441              |
| 2,434            | Investment Properties                    | 2,894            |
| 0                | Vehicles, Plant, Furniture and Equipment | 0                |
| <b>2,865</b>     | <b>Total</b>                             | <b>3,335</b>     |

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 2021/22 no contingent rents were payable by the Council (2020/21 £0).

The Council has sub-let the properties held under these finance leases. At 31 March 2022 the minimum payments expected to be received under non-cancellable sub-leases was £5.30m (£5.54m at 31 March 2021).

**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:

| 2020/21<br>£'000 |                                                   | 2021/22<br>£'000 |
|------------------|---------------------------------------------------|------------------|
| 17               | Not later than one year                           | 10               |
| 22               | Later than one year and not later than five years | 12               |
| 5                | Later than five years                             | 4                |
| <b>44</b>        | <b>Total</b>                                      | <b>26</b>        |

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:

| 2020/21<br>£'000 |                              | 2021/22<br>£'000 |
|------------------|------------------------------|------------------|
| 33               | Minimum lease payments       | 29               |
| (6)              | Contingent rents             | (8)              |
| 4                | Sublease Payments Receivable | 4                |
| <b>31</b>        | <b>Total</b>                 | <b>25</b>        |

## **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 2022 was £0m (£0m as at 31 March 2021). 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:

| 2020/21<br>£'000 |                                                                    | 2021/22<br>£'000 |
|------------------|--------------------------------------------------------------------|------------------|
|                  | Finance lease debtor (net present value of minimum lease payments) |                  |
| 63               | Current                                                            | 63               |
| 353              | Non-Current                                                        | 290              |
| (51)             | Unearned finance income                                            | (38)             |
| <b>365</b>       | <b>Total</b>                                                       | <b>315</b>       |

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 |            |
|---------------------------------------------------|-------------------------------|------------|------------------------|------------|
|                                                   | 2021/22                       | 2020/21    | 2021/22                | 2020/21    |
|                                                   | £'000                         | £'000      | £'000                  | £'000      |
| Not later than one year                           | 52                            | 50         | 52                     | 50         |
| Later than one year and not later than five years | 225                           | 218        | 225                    | 218        |
| Later than five years                             | 38                            | 97         | 38                     | 97         |
| <b>Total</b>                                      | <b>315</b>                    | <b>365</b> | <b>315</b>             | <b>365</b> |

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 2021/21 no contingent rents were receivable by the authority (£0 2020/21).

## 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 £43.0m (2020/21 £42.1m)

The future minimum lease payments receivable in future years are:

| 2020/21<br>£'000 |                                                   | 2021/22<br>£'000 |
|------------------|---------------------------------------------------|------------------|
| 1,668            | Not later than one year                           | 1,690            |
| 6,368            | Later than one year and not later than five years | 6,266            |
| 9,475            | Later than five years                             | 8,434            |
| <b>17,511</b>    | <b>Total</b>                                      | <b>16,390</b>    |

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 2021/22 there were no contingent rents receivable by the Council (2020/21 £0m).

## 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 2022. 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](http://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:

| 2020/21<br>£'000 | LOCAL GOVERNMENT PENSION SCHEME                                                                                                                  | 2021/22<br>£'000 |
|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
|                  | <b><i>Comprehensive Income and Expenditure Statement</i></b>                                                                                     |                  |
|                  | <b>Cost of Services</b>                                                                                                                          |                  |
| 2,380            | Current Service Cost                                                                                                                             | 3,386            |
| 118              | Past Service Cost/(Gain)                                                                                                                         | 40               |
| 39               | <b>Financing and Investment Income and Expenditure</b>                                                                                           | 44               |
| 847              | Net Interest Expense                                                                                                                             | 927              |
| <b>3,384</b>     | <b>Total Post-employment Benefits charged to the (Surplus) or Deficit on the Provision of Services</b>                                           | <b>4,397</b>     |
|                  | <b>Other Post-employment Benefits charged to the Comprehensive Income and Expenditure Statement</b>                                              |                  |
|                  | <b>Remeasurement of the net defined benefit liability comprising:</b>                                                                            |                  |
| 10,742           | Return on plan assets (excluding the amount included in the net interest expense)                                                                | 5,103            |
| 990              | Actuarial Gains/(Losses) arising on changes in demographic assumptions                                                                           | 0                |
| (21,153)         | Actuarial Gains/(Losses) arising on changes in financial assumptions                                                                             | 4,631            |
| 990              | Other actuarial Gains/(Losses) on assets                                                                                                         | (224)            |
| (8,431)          |                                                                                                                                                  | 9,510            |
| <b>(5,047)</b>   | <b>Total Post-employment Benefits charged to the Comprehensive Income and Expenditure Statement</b>                                              | <b>13,907</b>    |
|                  | <b>Movement in Reserves Statement</b>                                                                                                            |                  |
| (3,384)          | Reversal of net charges made to the (Surplus) or Deficit for the Provision of Services for post-employment benefits in accordance with the Code. | (4,397)          |
|                  | <b>Actual amount charged against the General Fund Balance for the pensions in the year</b>                                                       |                  |
| 2,070            | Employers' contributions payable to the scheme                                                                                                   | 2,162            |
| 87               | Retirement benefits payable to pensioners                                                                                                        | 79               |
| <b>(1,227)</b>   | <b>Net Movement in Reserves Statement (Note 10)</b>                                                                                              | <b>(2,156)</b>   |



**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:

| 2020/21<br>£'000 | Balance Sheet                                                    | 2021/22<br>£'000 |
|------------------|------------------------------------------------------------------|------------------|
| (106,332)        | Present value of the defined benefit obligation                  | (104,412)        |
| 58,879           | Fair value of plan assets                                        | 64,313           |
| <b>(47,453)</b>  | <b>Net liability arising from the defined benefit obligation</b> | <b>(40,099)</b>  |

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

| 2020/21<br>£'000 | Reconciliation of Fair Value of Scheme (Plan) Assets                                 | 2021/22<br>£'000 |
|------------------|--------------------------------------------------------------------------------------|------------------|
| <b>47,658</b>    | <b>Opening fair value of scheme assets at 1 April</b>                                | <b>58,879</b>    |
| 1,090            | Interest Income                                                                      | 1,170            |
|                  | <b>Remeasurement Gains/(Losses)</b>                                                  |                  |
| 10,742           | The return on plan assets, excluding the amount included in the net interest expense | 5,103            |
| 2,070            | Employer Contributions                                                               | 2,162            |
| 463              | Contributions paid by scheme participants                                            | 485              |
| (3,105)          | Benefits paid                                                                        | (3,442)          |
| (39)             | Administration Expenses                                                              | (44)             |
| <b>58,879</b>    | <b>Closing fair value of scheme assets at 31 March</b>                               | <b>64,313</b>    |

**Reconciliation of present value of the scheme liabilities (defined benefit obligation)**

| Funded<br>Liabilities<br>2020/21<br>£'000 | Reconciliation of present value of the scheme liabilities (defined benefit obligation) | Funded<br>Liabilities<br>2021/22<br>£'000 |
|-------------------------------------------|----------------------------------------------------------------------------------------|-------------------------------------------|
| <b>85,453</b>                             | <b>Opening present value of scheme liabilities at 1 April</b>                          | <b>106,332</b>                            |
| 2,380                                     | Current service cost                                                                   | 3,386                                     |
| 1,937                                     | Interest cost                                                                          | 2,097                                     |
| 463                                       | Contributions from scheme participants                                                 | 485                                       |
|                                           | <b>Remeasurement (Gains)/Losses</b>                                                    |                                           |
| (990)                                     | Actuarial Gains/(Losses) arising on changes in demographic assumptions                 | 0                                         |
| 21,153                                    | Actuarial Gains/(Losses) arising on changes in financial assumptions                   | (4,631)                                   |
| (990)                                     | Other                                                                                  | 224                                       |
| 118                                       | Past service costs                                                                     | 40                                        |
| (3,192)                                   | Benefits paid                                                                          | (3,521)                                   |
| <b>106,332</b>                            | <b>Closing present value of scheme liabilities at 31 March</b>                         | <b>104,412</b>                            |

| 2020/21<br>Fair Value of<br>Scheme Assets<br>£'000 | 2020/21<br>% of Total<br>Assets<br>% | Local Government Pension Scheme Asset Categories | 2021/22<br>Fair Value of<br>Scheme Assets<br>£'000 | 2021/22<br>% of Total<br>Assets<br>% |
|----------------------------------------------------|--------------------------------------|--------------------------------------------------|----------------------------------------------------|--------------------------------------|
|                                                    |                                      | <b>Equity Instruments</b>                        |                                                    |                                      |
| 0                                                  | 0                                    | Consumer                                         | 0                                                  | 0                                    |
| 0                                                  | 0                                    | Manufacturing                                    | 0                                                  | 0                                    |
| 0                                                  | 0                                    | Energy & Utilities                               | 0                                                  | 0                                    |
| 0                                                  | 0                                    | Financial Institutions                           | 0                                                  | 0                                    |
| 0                                                  | 0                                    | Health & Care                                    | 0                                                  | 0                                    |
| 0                                                  | 0                                    | Information Technology                           | 0                                                  | 0                                    |
| 0                                                  | 0                                    | Other                                            | 0                                                  | 0                                    |
|                                                    |                                      | <b>Private Equity</b>                            |                                                    |                                      |
| 0                                                  | 0                                    | All                                              | 0                                                  | 0                                    |
|                                                    |                                      | <b>Real Estate</b>                               |                                                    |                                      |
| 6,157                                              | 10                                   | UK Property                                      | 7,097                                              | 11                                   |
| 0                                                  | 0                                    | Overseas Property                                | 0                                                  | 0                                    |
|                                                    |                                      | <b>Investment Funds &amp; Unit Trusts</b>        |                                                    |                                      |
| 42,238                                             | 72                                   | Equities                                         | 46,522                                             | 72                                   |
| 8,118                                              | 14                                   | Bonds                                            | 8,161                                              | 13                                   |
| 0                                                  | 0                                    | Infrastructure                                   | 0                                                  | 0                                    |
| 0                                                  | 0                                    | Other                                            | 0                                                  | 0                                    |
|                                                    |                                      | <b>Cash &amp; Cash Equivalents</b>               |                                                    |                                      |
| 2,366                                              | 4                                    | All                                              | 2,533                                              | 4                                    |
| <b>58,879</b>                                      | <b>100</b>                           | <b>Total Assets</b>                              | <b>64,313</b>                                      | <b>100</b>                           |

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 |                                                                                                |              |
|---------------------------------|------------------------------------------------------------------------------------------------|--------------|
| 2020/21                         |                                                                                                | 2021/22      |
| %                               | <b>Long Term Expected Rate of Return on Assets in the Scheme</b>                               | %            |
| 2.0                             | Equity Investments                                                                             | 2.6          |
| 2.0                             | Bonds                                                                                          | 2.6          |
| 2.0                             | Property                                                                                       | 2.6          |
| 2.0                             | Cash                                                                                           | 2.6          |
| <b>Years</b>                    | <b>Mortality Assumptions</b>                                                                   | <b>Years</b> |
| 21.1                            | Longevity at 65 for current pensioners<br>Men                                                  | 21.2         |
| 23.6                            | Women                                                                                          | 23.7         |
| 22.0                            | Longevity at 65 for future pensioners<br>Men                                                   | 22.1         |
| 25.0                            | Women                                                                                          | 25.1         |
| %                               | <b>Financial Assumptions</b>                                                                   | %            |
| 2.8                             | Rate of Inflation                                                                              | 3.2          |
| 3.1                             | Rate of increase in salaries                                                                   | 3.5          |
| 2.8                             | Rate of increase in pensions                                                                   | 3.2          |
| 2.0                             | Rate for discounting scheme liabilities                                                        | 2.6          |
| %                               | <b>Take up option to convert pension into maximum retirement lump sum - within HMRC limits</b> | %            |
| 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.

| <b>Sensitivity Analysis</b>                   | <b>Approx. Increase to Employer Liability %</b> | <b>Approx. Monetary Amount £'000</b> |
|-----------------------------------------------|-------------------------------------------------|--------------------------------------|
| <b>Change in Assumptions at 31 March 2022</b> |                                                 |                                      |
| 0.1% decrease in Real Discount Rate           | 1.97                                            | 2,056                                |
| 1 Year increase in Member Life Expectancy     | 4.67                                            | 4,878                                |
| 0.1% increase in Salary Increase Rate         | 0.31                                            | 325                                  |
| 0.1% in the Pension Increase Rate (CPI)       | 1.64                                            | 1,716                                |

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 £2.559m in contributions in 2022/23.

**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.

**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 therefore difficult to ascertain how much the Council might receive each year (during 2021/22 the Council received £0.088m from 5 property sales).

**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 as each block 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.

## 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 2021/22 was approved by Full Council on 2 March 2021 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 £5m (£3m 2020/21) 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 non-recovery applies to all of the Council's deposits.

**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<br>(amortised cost)                                                                       | 12 Month<br>expected credit loss | Lifetime<br>expected credit losses<br>- not credit impaired | Lifetime<br>expected credit<br>losses - credit<br>impaired | Lifetime<br>credit losses - sim-<br>plified<br>approach | Total          |
|-------------------------------------------------------------------------------------------------------|----------------------------------|-------------------------------------------------------------|------------------------------------------------------------|---------------------------------------------------------|----------------|
|                                                                                                       | £'000                            | £'000                                                       | £'000                                                      | £'000                                                   | £'000          |
| <b>Opening Balance as at<br/>1 April 2021</b>                                                         | 0                                | (37)                                                        | (14)                                                       | (1,172)                                                 | <b>(1,223)</b> |
| Transfers:                                                                                            |                                  |                                                             |                                                            |                                                         |                |
| Individual financial assets<br>transferred to lifetime ex-<br>pected credit losses credit<br>impaired | 0                                | 0                                                           | 0                                                          | 0                                                       | 0              |
| Amounts Written off                                                                                   | 0                                | 0                                                           | 0                                                          | 0                                                       | <b>0</b>       |
| Changes in models/risk<br>parameters                                                                  | 0                                | (1)                                                         | 1                                                          | 240                                                     | <b>240</b>     |
| Other Changes                                                                                         | 0                                | 0                                                           | 0                                                          | 0                                                       | <b>0</b>       |
| <b>At 31 March 2022</b>                                                                               | <b>0</b>                         | <b>(38)</b>                                                 | <b>(13)</b>                                                | <b>(932)</b>                                            | <b>(983)</b>   |



**Credit risk exposure**

The Council has the following exposure to credit risk at 31 March 2022:

|                                                               | <b>Credit Risk Rating</b>                                             | <b>Gross Carrying amount<br/>£'000</b> |
|---------------------------------------------------------------|-----------------------------------------------------------------------|----------------------------------------|
| 12-Month expected credit losses                               | AAA - Very Low<br>AA - Very Low<br>Very Low                           | 14,953<br>2,001<br>3,636               |
| Significant increase in credit risk since initial recognition | Very High<br>High<br>Medium<br>Low<br>Very Low                        | 32<br>0<br>19<br>354<br>400            |
| Credit-impaired at 31 March                                   | Standard Debtors<br>High Risk                                         | 13                                     |
| Simplified Approach                                           | Standard Debtors -<br>Medium Risk<br>Benefit Debtors -<br>Medium Risk | 403<br>1,374                           |
| <b>At 31 March 2022</b>                                       |                                                                       | <b>23,185</b>                          |

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 2022 was £0.074m (£0.078m 31 March 2021)

**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 the Council's financial assets is as follows:

| <b>31 March 2021<br/>£'000</b> | <b>Maturity Analysis of Financial Assets</b> | <b>31 March 2022<br/>£'000</b> |
|--------------------------------|----------------------------------------------|--------------------------------|
| 17,847                         | Less than 1 year                             | 23,039                         |
| 8                              | Between 1 and 2 years                        | 4                              |
| 0                              | Between 2 and 3 years                        | 0                              |
| 4,389                          | More than 3 years                            | 4,307                          |
| <b>22,244</b>                  | <b>Total</b>                                 | <b>27,350</b>                  |

## 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<br>2021<br>£'000 | Maturity Analysis of Financial Liabilities | 31 March<br>2022<br>£'000 |
|---------------------------|--------------------------------------------|---------------------------|
| 15,645                    | Less than 1 year                           | 17,807                    |
|                           | Between 1 and 2 years                      | 5,159                     |
| 5,636                     | Between 2 and 5 years                      | 0                         |
| 5,500                     | Between 5 and 25 years                     | 5,500                     |
| 8,500                     | Between 25 and 50 years                    | 8,500                     |
| <b>35,281</b>             | <b>Total</b>                               | <b>36,966</b>             |

## 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 2022, 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                                                                                                                 | 0          |
| Increase in interest receivable on variable rate investments                                                                                                                 | (2)        |
| <b>Impact on Surplus or Deficit on the Provision of Service</b>                                                                                                              | <b>(2)</b> |
| 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) | 3,377      |

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 2022 of £3.636m. 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:

| 2020/21      |                   | 2021/22      |
|--------------|-------------------|--------------|
| £'000        |                   | £'000        |
| 268          | Interest received | 212          |
| (397)        | Interest paid     | (371)        |
| <b>(129)</b> | <b>Total</b>      | <b>(159)</b> |

## 37. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

| Reconciliation 2021/22                             | As at 1 April<br>£'000 | Financing cash<br>flows<br>£'000 | Non-cash changes     |                | As at 31 March<br>£'000 |
|----------------------------------------------------|------------------------|----------------------------------|----------------------|----------------|-------------------------|
|                                                    |                        |                                  | Acquisition<br>£'000 | Other<br>£'000 |                         |
| <b>Long-term borrowings</b>                        | 16,500                 | 0                                | 0                    | 0              | 16,500                  |
| <b>Short-term borrowings:</b>                      |                        |                                  |                      |                |                         |
| Lease Liabilities                                  | 0                      | 0                                | 0                    | 0              | 0                       |
| Other Short Term borrowing                         | 3,577                  | 1,500                            | 0                    | (77)           | 5,000                   |
| <b>Total liabilities from financing activities</b> | <b>20,077</b>          | <b>1,500</b>                     | <b>0</b>             | <b>(77)</b>    | <b>21,500</b>           |

| Reconciliation 2020/21                             | As at 1 April<br>£'000 | Financing cash<br>flows<br>£'000 | Non-cash changes     |                | As at 31 March<br>£'000 |
|----------------------------------------------------|------------------------|----------------------------------|----------------------|----------------|-------------------------|
|                                                    |                        |                                  | Acquisition<br>£'000 | Other<br>£'000 |                         |
| <b>Long-term borrowings</b>                        | 16,500                 | 0                                | 0                    | 0              | 16,500                  |
| <b>Short-term borrowings:</b>                      |                        |                                  |                      |                |                         |
| Lease Liabilities                                  | 0                      | 0                                | 0                    | 0              | 0                       |
| Other Short Term borrowing                         | 3,581                  | 0                                | 0                    | (4)            | 3,577                   |
| <b>Total liabilities from financing activities</b> | <b>20,081</b>          | <b>0</b>                         | <b>0</b>             | <b>(4)</b>     | <b>20,077</b>           |

## 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 grants in relation to Business Support Grants. During the year grants of £6.077m were received and £5.496m has been issued to Businesses. There is a sum of £0.780m remaining at 31 March 2022 which is a net balance from the last two financial years. The balance is a creditor on the Council's balance sheet to be repaid to the Government in 2022/23.

## 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 29.

## 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 £0.086m 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 2021/22 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.

| 2020/21              |                         |                | COLLECTION FUND ACCOUNT                             |      | 2021/22              |                         |                |
|----------------------|-------------------------|----------------|-----------------------------------------------------|------|----------------------|-------------------------|----------------|
| Council Tax<br>£'000 | Business Rates<br>£'000 | Total<br>£'000 | Income / Expenditure                                | Note | Council Tax<br>£'000 | Business Rates<br>£'000 | Total<br>£'000 |
| 57,195               | 0                       | 57,195         | <b>Income</b>                                       |      |                      |                         |                |
|                      |                         |                | Net Council Tax Receivable                          | 1    | 60,098               | 0                       | <b>60,098</b>  |
| 479                  | 0                       | 479            | Section 13A 1C Transfer from General Fund           |      | 370                  | 0                       | <b>370</b>     |
| 0                    | 11,197                  | 11,197         | Net Business Rates Receivable                       | 2    | 0                    | 15,215                  | <b>15,215</b>  |
| 0                    | 43                      | 43             | Transitional Protection Payments receivable         |      | 0                    | 152                     | <b>152</b>     |
| <b>57,674</b>        | <b>11,240</b>           | <b>68,914</b>  | <b>Total Income</b>                                 |      | <b>60,468</b>        | <b>15,367</b>           | <b>75,835</b>  |
|                      |                         |                | <b>Expenditure</b>                                  |      |                      |                         |                |
|                      |                         |                | <i>West Lindsey District Council</i>                |      |                      |                         |                |
| 8,663                | 7,299                   | <b>15,962</b>  | Precepts, Demands & Shares                          |      | 8,897                | 7,186                   | <b>16,083</b>  |
| 215                  | (336)                   | <b>(121)</b>   | Distributed Surplus/(Deficit)                       |      | 167                  | (2,905)                 | <b>(2,738)</b> |
|                      |                         |                | <i>Lincolnshire County Council</i>                  |      |                      |                         |                |
| 40,110               | 1,825                   | <b>41,935</b>  | Precepts, Demands & Shares                          |      | 41,100               | 1,796                   | <b>42,896</b>  |
| 988                  | (216)                   | <b>772</b>     | Distributed Surplus/(Deficit)                       |      | 776                  | (726)                   | <b>50</b>      |
|                      |                         |                | <i>Lincolnshire Police &amp; Crime Commissioner</i> |      |                      |                         |                |
| 7,538                | 0                       | <b>7,538</b>   | Precepts, Demands & Shares                          |      | 8,023                | 0                       | <b>8,023</b>   |
| 184                  | 0                       | <b>184</b>     | Distributed Surplus/(Deficit)                       |      | 146                  | 0                       | <b>146</b>     |
|                      |                         |                | <i>Central Government</i>                           |      |                      |                         |                |
| 0                    | 9,123                   | <b>9,123</b>   | Precepts, Demands & Shares                          |      | 0                    | 8,982                   | <b>8,982</b>   |
| 0                    | (24)                    | <b>(24)</b>    | Distributed Surplus/(Deficit)                       |      | 0                    | (3,631)                 | <b>(3,631)</b> |
| 0                    | 103                     | <b>103</b>     | Cost of Collection Allowance                        |      | 0                    | 105                     | <b>105</b>     |
| 0                    | 0                       | <b>0</b>       | Write offs of uncollectable amounts                 |      | 0                    | 0                       | <b>0</b>       |
| 322                  | 399                     | <b>721</b>     | Increase/(Decrease) in Impairment Allowance         |      | 299                  | 329                     | <b>628</b>     |
| 0                    | 77                      | <b>77</b>      | Increase/(Decrease) in Provision for Appeals        |      | 0                    | (434)                   | <b>(434)</b>   |
| 0                    | 0                       | <b>0</b>       | Transitional Protection Payments                    |      | 0                    | 0                       | <b>0</b>       |
| 0                    | 205                     | <b>205</b>     | Disregarded Amounts                                 |      | 0                    | 187                     | <b>187</b>     |
| 0                    | 0                       | <b>0</b>       | Prior Year Adjustment                               |      | 0                    | 0                       | <b>0</b>       |
| <b>58,020</b>        | <b>18,455</b>           | <b>76,475</b>  | <b>Total Expenditure</b>                            |      | <b>59,408</b>        | <b>10,889</b>           | <b>70,297</b>  |
| <b>1,761</b>         | <b>(704)</b>            | <b>1,057</b>   | <b>Surplus or (Deficit) b/fwd 1 April</b>           |      | <b>1,415</b>         | <b>(7,919)</b>          | <b>(6,504)</b> |
| <b>(346)</b>         | <b>(7,215)</b>          | <b>(7,561)</b> | <b>Surplus or (Deficit) arising during the year</b> | 3    | <b>1,060</b>         | <b>4,478</b>            | <b>5,538</b>   |
| <b>1,415</b>         | <b>(7,919)</b>          | <b>(6,504)</b> | <b>Surplus or (Deficit) c/fwd 31 March</b>          |      | <b>2,475</b>         | <b>(3,441)</b>          | <b>(966)</b>   |

# 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 2021/22 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 £1,853.21 (£1,806.69, 2020/21) and is multiplied by the ratio specified for the particular band to give an individual amount due.

The Council Tax Base for 2021/22 was 30,128.37 (29,986.98 2020/21). 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 2021/22 was approved by the Council meeting in January 2021 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 |               |
|---------------------------------------------------------------------------|-----------------------------------|---------------|---------------------------------------------------------------------------------------------------|---------------|-----------------|---------------------------------------|---------------|
|                                                                           | 2020/21                           | 2021/22       | 2020/21                                                                                           | 2021/22       |                 | 2020/21                               | 2021/22       |
| Disabled                                                                  | 0                                 | 0             | 25                                                                                                | 26            | 5/9             | 14                                    | 14            |
| Band A                                                                    | 16,405                            | 16,564        | 10,490                                                                                            | 10,560        | 6/9             | 6,993                                 | 7,040         |
| Band B                                                                    | 8,122                             | 8,197         | 6,645                                                                                             | 6,720         | 7/9             | 5,168                                 | 5,227         |
| Band C                                                                    | 7,708                             | 7,775         | 6,712                                                                                             | 6,751         | 8/9             | 5,966                                 | 6,001         |
| Band D                                                                    | 5,827                             | 5,895         | 5,369                                                                                             | 5,409         | 9/9             | 5,369                                 | 5,409         |
| Band E                                                                    | 3,502                             | 3,590         | 3,268                                                                                             | 3,347         | 11/9            | 3,994                                 | 4,091         |
| Band F                                                                    | 1,457                             | 1,505         | 1,365                                                                                             | 1,417         | 13/9            | 1,972                                 | 2,047         |
| Band G                                                                    | 522                               | 530           | 486                                                                                               | 494           | 15/9            | 810                                   | 823           |
| Band H                                                                    | 67                                | 67            | 50                                                                                                | 49            | 18/9            | 100                                   | 98            |
| <b>Total</b>                                                              | <b>43,610</b>                     | <b>44,123</b> | <b>34,410</b>                                                                                     | <b>34,773</b> |                 | <b>30,387</b>                         | <b>30,750</b> |
| Deduction for non-collection, new build, demolition and other adjustments |                                   |               |                                                                                                   |               |                 | (516)                                 | (756)         |
| <b>Band D Equivalent for Council Tax Base</b>                             |                                   |               |                                                                                                   |               |                 | <b>29,871</b>                         | <b>29,994</b> |
| Band D Equivalent for Contributions in Lieu                               |                                   |               |                                                                                                   |               |                 | 116                                   | 134           |
| <b>Council Tax Base (Band D equivalent)</b>                               |                                   |               |                                                                                                   |               |                 | <b>29,987</b>                         | <b>30,128</b> |

## 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 2021/22 (51.2p in 2020/21). The non-domestic rate multiplier for small businesses is 49.9p in 2021/22 (49.9p in 2020/21). Subject to the effects of transitional arrangements, local businesses pay rates calculated by multiplying their rateable value by this multiplier. Local rateable values totalled £49.117m at 31 December 2020 and were used to calculate the Business Rates Retention scheme amounts for 2021/22 (£48.991m in 2020/21). The Local rateable values totalled £49.288m at 31 March 2022. (£49.037m at 31 March 2021).

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 2021/22 were estimated before the start of the financial year as £1.796m (£1.825m 2020/21) to Lincolnshire County Council, £8.982m (£9.123m 2020/21) to Central Government with £7.186m (£7.299m 2020/21) retained by West Lindsey District Council. These sums have been paid in 2021/22 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 2021/22 (£3.583m 2020/21) to the Lincolnshire Business Rates Pool.

The total income from business rate payers collected in 2021/22 was £15.215m (£11.197m 2020/21).

In addition to the tariff, a 'safety net' figure is calculated at 92.5% for 2021/22 (92.5% for 2020/21) 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 (£2.796m 2020/21). 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 to be distributed between billing and precepting authorities on the basis of estimates made on the year end balance. The calculation is made on the 15 January each year and was taken into consideration when setting the Council Tax 2021/22. In 2021/22 the Council received £0.168m (£0.215m in 2020/21), its share of the 2020/21 Council Tax estimated surplus and this amount is reflected in the CIES, Taxation and Other Grant Income.

The actual cumulative Collection Fund deficit of £0.966m at 31 March 2022 (£6.504m deficit 31 March 2021). This is made up of NNDR deficit of £3.441m (£7.919m 31.3.21) and Council Tax Surplus of £2.475m (£1.415m 31.3.21) There has been an decrease in the provision for appeals in 2021/22 with the total provision at £1.564m. (£1.999m 2020/21)

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:

| 2020/21      |                |                                            | 2021/22      |                |              |
|--------------|----------------|--------------------------------------------|--------------|----------------|--------------|
| CTAX         | Business Rates |                                            | CTAX         | Business Rates | Total        |
| £'000        | £'000          |                                            | £'000        | £'000          | £'000        |
| 218          | (3,168)        | West Lindsey District Council              | 377          | (1,376)        | (999)        |
| 1,006        | (792)          | Lincolnshire County Council                | 1,757        | (344)          | 1,413        |
| 191          | 0              | Lincolnshire Police and Crime Commissioner | 341          | 0              | 341          |
| 0            | (3,959)        | Central Government                         | 0            | (1,721)        | (1,721)      |
| <b>1,415</b> | <b>(7,919)</b> | <b>Balance at 31 March</b>                 | <b>2,475</b> | <b>(3,441)</b> | <b>(966)</b> |

**INDEPENDENT AUDITOR'S REPORT TO  
THE MEMBERS OF WEST LINDSEY  
DISTRICT COUNCIL REPORT ON THE  
FINANCIAL STATEMENTS**

**KEEP FREE FOR AUDIT**

KEEP FREE FOR AUDIT

KEEP FREE FOR AUDIT

KEEP FREE FOR AUDIT

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# 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.

## BEIS -

Department of Business Energy and Industrial Strategy

## 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.

#### **DCLG**

Department of Communities and Local Government (**now DLUHC**).

#### **DLUHC**

Department for Levelling Up, Housing and Communities.

#### **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

### **MCHLG**

Ministry of Communities, Housing and Local Government (**Now DLUHC**)

### **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.

# ANNUAL GOVERNANCE STATEMENT 2021/22

## EXECUTIVE SUMMARY

Governance is about how local government bodies ensure that they are doing the right things in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. It comprises the systems, processes, cultures and values by which local government bodies are directed and controlled and through which they account to, engage with and where appropriate, lead their communities.

The Annual Governance Statement (AGS) is a public report by the Council on the extent to which it complies with its own governance code, including how it has monitored the effectiveness of its governance arrangements in the year, and on any planned changes in the coming period.

The council expects all of its members, officers, partners and contractors to adhere to the highest standards of public service with particular reference to the Officer and Member Code of Conduct, Constitution, Corporate Vision and Values, and Priorities as well as applicable statutory requirements.

This document describes our governance arrangements and how closely we align with good practice. In overall terms this is a positive statement for the financial year 2021/22. This document relies on several assurance mechanisms including internal audit annual review, internal audit reports throughout the year, the work of the Governance and Audit Committee, the overview and scrutiny process and external audit.

External audit is undertaken by Mazars LLP, and this provides assurance over the Financial Statements and Value for Money Opinion. Where the auditor identifies weaknesses in the Council's arrangements, these are highlighted in the Annual Audit and Inspection Letter. The Council received an unqualified audit opinion on its 2021/22 accounts, the latest audited and published.



# **DRAFT ANNUAL GOVERNANCE STATEMENT 2021/22**

## **1. SCOPE OF RESPONSIBILITY**

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

In discharging this overall responsibility, the Council is responsible for putting in place proper arrangements for the governance of its affairs and facilitating the effective exercise of its functions, incorporating the system of internal control. This includes arrangements for the management of risk. The Council has a Local Code of Governance which details these arrangements and is structured around the 7 Principles of Good Governance.

The Accounts and Audit (England) Regulations 2015 require every council to agree and publish an Annual Governance Statement. CIPFA (Chartered Institute of Public Finance and Accountancy) have produced guidance to Delivering Good Governance in Local Government Framework (2016). In producing this AGS, this guidance has been considered.

## **2. THE PURPOSE OF THE GOVERNANCE FRAMEWORK**

The governance framework comprises the systems, processes, culture and values by which the Council is directed and controlled. It also comprises the activities through which it accounts to, engages with and leads its communities. It enables the Council to monitor the achievement of its strategic objectives and consider whether those objectives have led to the delivery of appropriate services that represent value for money.

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, priorities, 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 risks to the achievements of the Council's policies, priorities, aims and objectives. It also evaluates the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. Strategic risks are reported to the Governance and Audit Committee bi-annually.

The governance framework has been in place at the Council for the year ended 31st March 2022, and up to the date of approval of this Statement.

### 3. FINANCIAL MANAGEMENT CODE

Strong financial management is an essential part of ensuring public sector finances are sustainable. The CIPFA Financial Management Code (FM Code) provides guidance for good and sustainable financial management in local authorities and assurance that authorities are managing resources effectively. The FM Code identifies risks to financial sustainability and introduced a framework of assurance.

Complying with the standards set out in the FM Code is the collective responsibility of elected members, the chief finance officer and their professional colleagues in the management team. Complying with the FM Code will help strengthen the framework that surrounds financial decision making.

The council has undertaken an assessment of compliance with the principles of the FM Code. This assessment has confirmed the council's compliance, with two actions identified for further improvement to the Governance and Audit Committee in Jul 2021.

The Chief Financial Officer has reviewed the actions and progress is reported below:

### STAKEHOLDER ENGAGEMENT AND BUSINESS PLANS

| Area of Code                                                                                                                                                    | 2020/21 Assessment | 2021/22 Assessment | Narrative                                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The authority has engaged where appropriate with key stakeholders in developing its long-term financial strategy, medium-term financial plan and annual budget. | Amber              | Amber              | Stakeholder Engagement for the 2022/23 was adversely affected by Covid-19. A detailed plan of engagement has been put in place for the 2023-24 budget which when delivered will provide a green assurance rating for the Council.                                       |
| The authority uses an appropriate documented option appraisal methodology to demonstrate the value for money of its decisions.                                  | Amber              | Amber              | Whilst the five-case business model is used for all significant decisions further guidance is being developed at an operational level for decision making. The Value For Money Handbook will be published and supported by training for all staff in Quarter 3 2022-23. |



## **4. THE GOVERNANCE FRAMEWORK AND ANNUAL REVIEW OF EFFECTIVENESS**

With the continuing response to Covid19 throughout 2021/2022, the Council continued to support its staff and the people and businesses of West Lindsey towards planning for recovery from the global pandemic declared in connection with the Covid19 virus. The Council worked closely with the Local Resilience Forum, other Councils, the Police, NHS, Public Health England and others to respond to and support the Government's roadmap for easing restrictions, the vaccination programme, testing, and the planning for recovery.

In the spring plans were developed and put in place for the Council's own organisational recovery taking account of the Government's roadmap and the local situation regarding Covid19 cases. The Council's Covid19 Management Group continued to meet regularly to actively manage the Council's response and recovery priorities.

Staff were already able to work from home with the right equipment and tools to carry out their roles, this continued into 2021/22, with support being offered to enable services to run effectively. Four staff surveys have been conducted during the last 2 pandemic years and the results have been very positive with actions being taken to address any concerns.

By the early Summer 2021, committees (and full Council) were returned to being held in person with

amended room layouts, and external venues being used for full council.

The Council had not had supplier issues or large-scale staff absences due to the success of the vaccination roll out and safe ways of working. Nevertheless, the level of risk was monitored and reported to the Council's Covid19 Management Group, however it is effectively being managed as business as usual due to the longevity of the incident and the 'new normal' that Covid19 had become.

Throughout this time the Council's governance arrangements held strong and were effective, allowing it to be both flexible and confident in responding to emerging priorities, changes to service delivery and timely decision making.

West Lindsey District Council operates a Committee model form of Governance under the Localism Act 2011. This has ensured that there is a more democratic approach to decision making with no elected member having any individual executive power to make decisions and requiring committees to be politically proportionate. The Council's Constitution sets out how the Council operates.

The council 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. Due to legislation changes last year in May 2021 the Council returned to face to face Committee meetings as required.

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 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.

The Constitution of the Council establishes the roles and responsibilities of the Full Council, Policy Committees, scrutiny and officer functions, with clear delegation arrangements and protocols for effective communication in respect of the authority and partnership arrangements.

The Constitution is reviewed annually to ensure it continues to be fit for purpose.

The Constitution also contains rules of procedures (standing orders and financial regulations) that define clearly how decisions are taken and where authority lies for decisions. The statutory roles of Head of Paid Service, Chief Financial Officer and Monitoring 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.

The council has developed, communicated and embedded codes of conduct, defining the standards of behaviour for both Members and staff. The Council adopted a new code of conduct for Members at its Full Council meeting in November 2021, having provided all Members with the opportunity to attend an awareness session prior to adopting the new Code.

The Council has successfully concluded its LGA Peer Review Challenge which began in January 2020. A report to Full Council set out the next steps following the closure of the project an extract of which is shown below:

## **5. SIGNIFICANT GOVERNANCE ISSUES**

No significant governance issues have been identified in 2021-22.

## **6. GOVERNMENT RISKS - AREAS FOR IMPROVEMENT DURING 2021-22**

The Internal Audit Plan 2021-22 was agreed by the Governance and Audit Committee and has been completed for the year. All of the audits completed in year achieved either High or Substantial assurance.

Officer 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.

The Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework and 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 from 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

## **7. APPROVAL OF THE ANNUAL GOVERNANCE STATEMENT 2021-22**

The council is satisfied that appropriate and effective governance arrangements have been in place for 2021-22.

Signed: Ian Knowles

Date:

Chief Executive, West Lindsey District Council

Signed: Councillor Owen Bierley

Date:

Leader, West Lindsey District Council

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**Governance and Audit  
Committee**

**19 July 2022**

**Subject: Internal Audit Annual Report 2021/22**

|                    |                                                                                                                                                                                            |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Report by:         | Alastair Simson (Principal Auditor, Lincolnshire County Council)                                                                                                                           |
| Contact Officer:   | Emma Redwood – Assistant Director People and Democratic Services, Monitoring Officer<br><a href="mailto:emma.redwood@west-lindsey.gov.uk">emma.redwood@west-lindsey.gov.uk</a>             |
| 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 2021/22. |

**RECOMMENDATION(S):**

1. That the Committee consider the Head of Audit's Annual Report and Opinion for 2021/2022 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 2021/2022

## IMPLICATIONS

**Legal:** None.

(N.B.) Where there are legal implications the report **MUST** be seen by the MO

**Financial:** FIN/53/23/SL

(N.B.) All committee reports **MUST** have a Fin Ref

**Staffing:** None.

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

**Equality and Diversity including Human Rights :**

None.

**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 :**

None.

**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

## **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.
  
3. The Full Report can be found in Appendix 1.



# Internal Audit Annual Report 2021/22



## 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**

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Lucy Pledge - Head of Internal Audit  
Emma Bee – Audit Manager  
Alastair Simson – Principal Auditor

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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.

# 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. 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 2022 the Council's arrangements for governance, risk management and control framework have continued to be strong.

It has been another challenging year for the Council – responding, supporting and recovering from the pandemic. Its systems and processes have operated effectively during this time both remotely and more latterly in a hybrid way – with staff working at home and in the office.

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

|                                                                                                                 |                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Governance</b><br>          | <b>Performing Well</b> — No concerns that significantly affect the governance, risk and control framework and successful delivery of the Council priorities. <div style="text-align: right;">↑</div>                  |
| <b>Risk</b><br>               | <b>Performing Well</b> – No concerns that significantly affect the governance, risk and control framework and successful delivery of the Council priorities. <div style="text-align: right;">↑</div>                  |
| <b>Internal Control</b><br>  | <b>Performing Adequately</b> – Some improvement required to manage a significant governance issue or high risk in a specific business area or medium risk across the Council. <div style="text-align: right;">↑</div> |
| <b>Financial Control</b><br> | <b>Performing Well</b> – No concerns that significantly affect the governance, risk and control framework and successful delivery of the Council priorities <div style="text-align: right;">↑</div>                   |

The ratings provided remain the same as last year.



*"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.

During 2021/22 the Council reviewed progress against the significant issues identified in the 2020/21 Annual Governance Statement which included:

- Ensure compliance to meet the standards of the Financial Management Code - The council has undertaken an assessment which confirmed compliance, with some actions identified for further improvement which have been agreed with management and reported to Governance & Audit Committee in April 2021.
- Clarify what 'social regeneration' means to the Council, what it will deliver and how to resource it - closing as this has transferred into ongoing Health and Wellbeing work linking to Health inequalities
- Complete review of corporate procurement procedures – carrying forward into this year
- Living with Covid19 roadmap – this has been closed off

The 2021/22 Annual Governance Statement is a positive report with no significant Governance issues identified. This is currently at draft stage at time of writing and areas for improvement identified include:-

- Loss of key staff – ensure that processes are fully documented, succession plans in place

where appropriate, and identify activities which are overly reliant on one individual

- Financial settlement – continue to update the MTFS as the Council gain greater certainty on the level of funding for future years
- Preparing for all out elections in May 2023 – ensure a robust member induction plan
- New finance system – ensure it is effective and compliant
- Continue review of corporate procurement procedures - carried forward from last year

The action plan from the LGA Peer review carried out in January 2020 has been updated in June 2022. There were 10 key recommendations from the original review and 8 have now been completed, with the remaining 2 being worked on. The Peer Review team confirmed: "the Council has made significant progress against the recommendations from the peer team's January 2020 report. This is no mean feat given that the Council has been responding to the various impacts of the Covid-19 pandemic throughout this time."

The next full Peer Challenge is due in 2024.

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.



*"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.

We will be following up the Governance work we completed in 2018 and 2019 with a further review in 2022/23 as part of the agreed audit plan. This will compare the Council against the Governance, Risk and Resilience Framework issued by the Centre for Public Scrutiny.

The Review of the Constitution and the Monitoring Officer's Annual Report was recently completed. Regarding the constitutions performance the Monitoring Officer stated: *"As Monitoring Officer, I consider it has generally performed well, already including many of the delegations an organisation would need to manage business on a day to day basis in an emergency, another reason to support minimal changes being made at this time."*

The Constitution has been reviewed and no major changes have been made.

The Monitoring Officer's Annual Report also highlighted key updates such as the adoption of a new Code of Conduct in November 2021. This is due to be adopted by the Parishes in 22/23. It also highlighted actions that had been completed such as the review of the Oversight and Scrutiny Committee in light of the 2020 Peer Review, as well as areas to be completed including:

- 4<sup>th</sup> Tier Governance Review
- Parish Charter
- Member development

The report also provided an update on the appointment of Members, including a second Independent Person for Code of Conduct issues. Two areas around Governance were rated as Red

in the annual Combined Assurance report - Safeguarding and Procurement. Both areas are being focused upon by the Council, via a consultant for Contracting and a review on Corporate responsibilities for Safeguarding. The expectation is that both areas will move back to Green/Amber next year.

During the year two of our audits reviewed governance arrangements:

#### **Together 24**

This is a new transformational programme, focusing on technology-led service reviews in all front and back-office service areas to ensure all Council services are able to move to the next level in service delivery. We found that:

- The programme's governance framework was clearly defined
- A Programme Sponsor, Lead and Change Manager have been assigned
- Oversight is provided by a dedicated Programme Board

There were no actionable findings.

#### **Corporate Plan and Golden Thread Follow Up**

We issued an Internal Audit report in May 2020 with Limited Assurance. Our follow up review found that two out of the four the actions had been implemented and progress has been made against the remainder. Work is ongoing in ensuring that all teams contribute to the Corporate Plan and that this process is fully embedded, as well as linking appraisal targets to corporate objectives. The outstanding actions will be followed up via the Audit Tracker report to ensure they have been completed.

## 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.

There have been four staff surveys conducted over the last two years in regards to Covid-19. The March 22 employee survey provided a positive picture on how the Council is run, with:

- the vast majority of staff continuing to feel well supported by their manager
- staff feeling that the Council is doing everything it possibly can to support them
- the majority of staff stating that they have the equipment they need to work well from home

Communication with their team and social isolation remain two key concerns for the staff that responded however. We are doing work on staff wellbeing this year so will explore this area in more detail.

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.

## Governance assurance



**Assessed as Performing Well**

# 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 2021 and agreed by the Governance & Audit Committee in March 2022.

An additional risk has been added to the Strategic Risk Register:

*“Inability to maintain service delivery with the amount of change initiatives including T24 recommendations and OneCouncil (ERP)”.*

This new risk is in the process of being rated by Management Team. ERP is an area that we plan on looking at in next years Audit Plan.

During the year we reviewed the strategic risk - “Inability to maintain critical services and deal with emergency events” and gave an opinion of **High Assurance**.

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

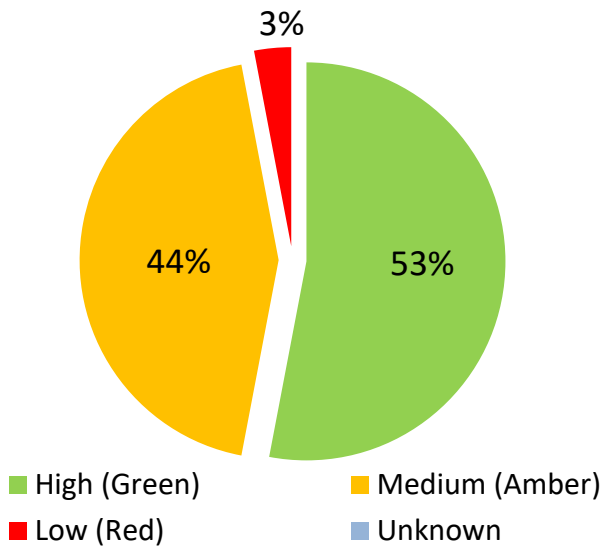




A Combined Assurance Status report is produced by the Council on the level of confidence they can provide on service delivery arrangements, management of risks, operation of controls and performance for their area of responsibility. These reports are reviewed by the Governance & Audit Committee and provide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

## Combined Assurance

### Overall Assurance Status 20/21



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

Whilst high levels of assurance have decreased slightly this is not unexpected given the context of the year with the ongoing impact of Covid, new systems being introduced and an overall more cautious approach to assurance level rating.

The low levels of assurance have reduced by 1% from last year. These areas are:

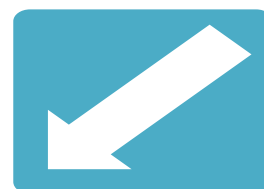
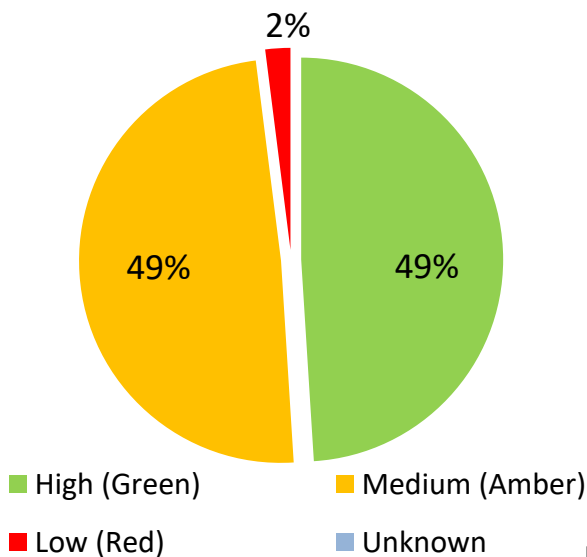
**Transactional Services** - Gainsborough Market

**Governance** - Safeguarding

**Governance** - Procurement

**Strategic Risks** - ICT Security and Information Governance arrangements are ineffective

### Overall Assurance Status 21/22



**High levels of assurance have decreased by 4% since 2020/21**



We take account of the outcome of our audit work during 2021/22. 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 4% in the number of areas awarded high assurance, this follows a decline of 19% in 20/21.

Whilst last year this decline was due to the pandemic, this year analysis showed that the shift was due to staffing and capacity issues as well as key changes such as the embedding of a new structure. Management are also now providing a more cautious rating than in the last few years which demonstrates a more accurate and mature opinion. Actions have been put in place so the expectation is that a number of these will move back up to High Assurance. We also found that some areas moved from amber to green largely as a result of the move out of the pandemic including Property & Estate Management and Income.

From the work we have completed 100% of all assurance work provided a positive opinion. This is an improvement over the single limited opinion from last year.

During the year we made 32 recommendations for improvement. We are pleased to report that all actions have been agreed by management.

We continue to monitor and track implementation of agreed actions during the

year. There are 2 actions from 20/21 which were extended and will be followed up in 22/23 via our tracker report.

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

Due to the overall lack of increased assurance in the Combined Assurance RAG ratings which is linked to key ongoing changes, we feel that the Internal Control assurance should remain at Performing Adequately. However we do feel that there is an upwards direction of travel in place.

## Internal Control assurance



**Assessed as Performing Adequately**



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 – (expected to be Substantial)
- Housing Benefit Subsidy – **High Assurance**
- Grants awarded – **High Assurance**
- Insurance – **Substantial Assurance**
- Covid 19 Business grants – **Substantial Assurance**
- Value for Money – **High Assurance (provisional as still being worked on)**

Audit reviews across the financial control areas continues to provide positive assurance for the Council. The most recent audits for all of these have provided High and Substantial assurances.

The Council implemented a new Enterprise Resource Planning System in February 2022. Our audit work this year has confirmed that appropriate controls are in place and work effectively.

The combined assurance work also identified the majority of the Financial systems as being Green with the following rated as Amber – Housing Benefit, NNDR, Income, Financial Resilience, Council Tax, VAT and Insurance. Some of these are impacted by the knock on effects of Covid-19 as well as uncertainty about the next few years.

The full financial impact is unlikely to be fully realised until recovery is complete. However management have reported that the MTFP remains robust. Robust and this is regularly reviewed and monitored. Members have been kept informed through the budget monitoring quarterly reports.

A report was provided to the April 2021 to the Governance and Audit Committee to inform Members of compliance against the Financial Management Code. Following their self assessment 15 standards were being complied with and there were 2 standards that required minor improvement. They did not identify any major or significant improvements. The overall RAG rating was green.

The areas identified for improvement are:

- The authority has engaged where appropriate with key stakeholders in developing its long-term financial strategy, medium-term financial plan and annual budget.
- The authority uses an appropriate documented option appraisal methodology to demonstrate the value for money of its decisions.

The following improvements have been captured:

- Value for Money Strategy and Handbook to be reviewed and redistributed
- A number of training courses under the banner of Value for Money to be delivered thorough the Corporate Training Programme
- Member workshop to be held to consider 2022/23 budget consultation focus and will incorporate improvements to its stakeholder engagement plan
- Review of options/project appraisal methodology and documentation to be appropriate in the context of the project.
- Review of reports and the introduction of



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.

analytics will be an enhancement to reports provided to Management. This will be achieved through the implementation of new technology.

The Council submitted a bid for a share of the £4.8 billion Central Government fund as part of the 'Levelling Up' programme and was successfully awarded £10 million in October 2021. The fund was set up to support town centre and high street regeneration, local transport projects, and cultural and heritage assets. The Council will monitor this and have set up Governance procedures to manage this, along with reporting to Senior Management and Members. We will be reviewing this area in 2 phases in the 2022/23 audit plan, looking at both delivery and oversight.

Our audit on the awarding of Community Grants and match funding gave High Assurance, and we have also looked at the management of the Flood grant which was fully signed off by Assurance Lincolnshire.

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. This work was completed in 22/23 and we were able to provide Substantial Assurance on this area.

## 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 2021/22 original audit plan of **190 days** in March 2021. We have delivered **92% (to be updated)**

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 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 from the previous year 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 2022 as planned and so this was extended until the end of May 2022. However we have already planned in the 22/23 audit plan quarter 1 work and this will commence shortly.



## 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 one error within the 30 claims tested which led to a small underpayment. The Council was already aware of the issue, the error was 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.

Having skilled and effective people remains at the heart of our workforce strategy. The team has provision for 23 full time equivalent posts – established to deliver both the County Council and external contracts internal audit plans. Building capacity & resilience remains a key issue facing the partnership. We have secured additional temporary resources with external contractors and a further recruitment is ongoing.

During 2022/23 we will continue to build upon the strong focus on developing the next generation of audit and risk professionals. We will:

- Continue with our apprenticeship scheme for our audit team.
- work closely with the University of Lincoln to restart the year long professional practice year placement in audit and finance.
- Set up a graduate training programme – working with our finance team

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.

All public sector internal audit services are required to measure how well they conform to the UK Public Sector Internal Audit Standards. An External Quality Assessment must be undertaken every 5 years – Assurance Lincolnshire’s second external assessment was undertaken in February 2022. They concluded that:

**“the Assurance Lincolnshire Partnership’s self-assessment is accurate and as such we conclude that they FULLY CONFORM to the requirements of the Public Sector Internal Audit Standards and the CIPFA Local Government Application Note”.**

No significant improvement recommendations were made. The final report from the External Quality Assessment will be shared with the Committee.



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

- **Workforce strategy** – building capacity and growing our own talent in both leadership and professional skills
- **Improving the audit process** - working with client senior management to improve progress and delivery of audits in a remote (hybrid) working environment
- **Continuing professional development** - around new and emerging practice guidance
- **Enhance digital capabilities** - in line with our digital strategy, including data analytics

## 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 use the results of internal audit work where it is appropriate.

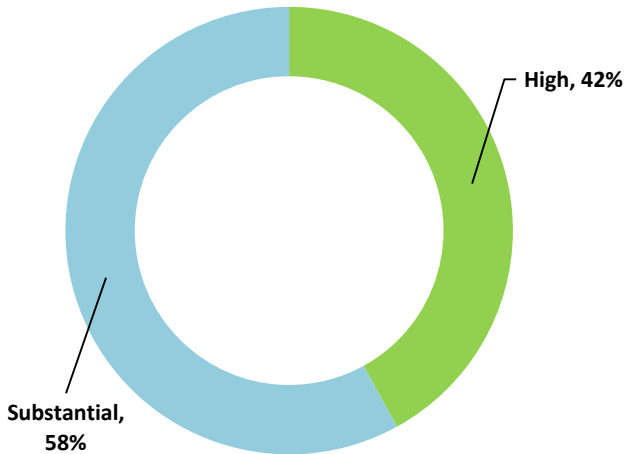




Our audit plan includes different activities each year – it is therefore not unexpected that these vary; however, the assurance levels do give an insight on the application of the Council's control environment and forms part of the evidence that helped inform the overall annual opinion.

## Assurances

2020/21



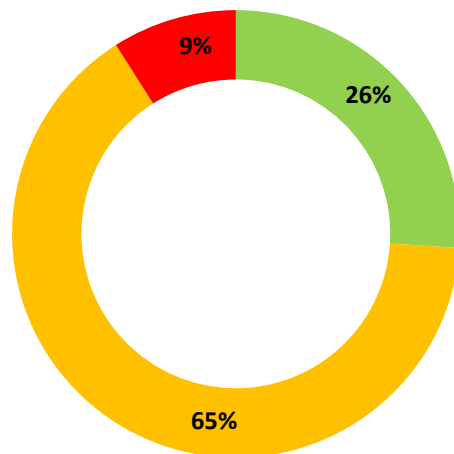
Increase in High and Medium Assurance on last year

Number of Limited assurance opinions reduced



## Recommendations

2021/22



**5%**  
Medium priority recommendations have increased

**11%**  
High priority recommendations have decreased

Page 161 ■ Advisory ■ Medium ■ High

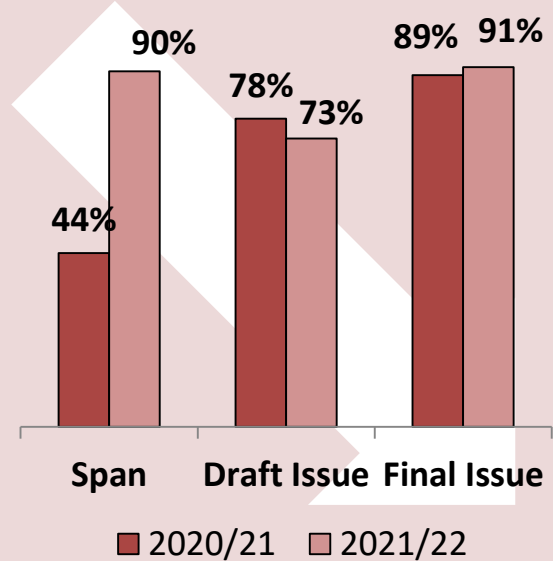


Internal Audit's performance is measured against a range of indicators. The table in **Appendix 3** shows our performance on key indicators at the end of the year. We are pleased to report a good level of achievement in the delivery of the revised plan and the added value of our work.

## Performance on Key Indicators

**95%**

**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     |
|-----------------------------------------------------------------------------------------|--------------------------------------------------|-------------|----------|-----------|----------|-----------|
| Together 24 (rolled forward from last year)                                             | High                                             | Risk based  | 0        | 0         | 3        | 3         |
| Covid 19 Business Grants (rolled forward from last year)                                | Substantial                                      | Grant Work  | 1        | 2         | 1        | 4         |
| Golden Thread Follow Up                                                                 | Substantial                                      | Risk Based  | 0        | 2         | 0        | 2         |
| Vulnerable Communities Follow Up                                                        | Substantial                                      | Risk Based  | 2        | 0         | 0        | 2         |
| Value for money                                                                         | In progress (expected to be High or Substantial) | Risk Based  | -        | -         | -        | -         |
| ICT Network Infrastructure and Security                                                 | Substantial                                      | Risk Based  | 0        | 3         | 0        | 3         |
| Housing Benefit Subsidy                                                                 | High assurance                                   | Risk Based  | 0        | 0         | 0        | 0         |
| Local Land Charges                                                                      | High assurance                                   | Risk Based  | 0        | 1         | 1        | 2         |
| Grants Given                                                                            | High assurance                                   | Risk Based  | 0        | 1         | 1        | 2         |
| ICT Cloud hosted services                                                               | Draft report (Substantial)                       | Risk Based  | -        | -         | -        | -         |
| Strategic Risk - Inability to maintain critical services and deal with emergency events | High assurance                                   | Risk Based  | 0        | 1         | 0        | 1         |
| Insurance                                                                               | Substantial                                      | Risk Based  | 0        | 3         | 0        | 3         |
| Carbon management                                                                       | Substantial                                      | Risk Based  | 0        | 1         | 2        | 3         |
| ICT Disaster Recovery and Backup                                                        | Substantial (draft)                              | Risk Based  | 0        | 6         | 0        | 6         |
| Key Controls and ERP                                                                    | Substantial (draft)                              | Risk Based  | -        | -         | -        | -         |
| Flood Grant                                                                             | N/A                                              | Grant Work  | 0        | 0         | 0        | 0         |
| ICT Helpdesk Follow up                                                                  | Substantial                                      | Risk Based  | 0        | 1         | 0        | 1         |
| Combined Assurance                                                                      | N/A                                              | Consultancy |          |           |          |           |
| <b>TOTAL FINDINGS</b>                                                                   |                                                  |             | <b>3</b> | <b>21</b> | <b>8</b> | <b>32</b> |

The original approved plan was 190 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 Lincs Service (deferred until 22/23 plan)

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

- Follow up audit of ICT Helpdesk
- Flooding grant sign off

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      |
|--------------------------------------------------------------------|-------------------|-------------|
| Percentage of plan completed (based on revised plan)               | 100%              | 95%         |
| Percentage of recommendations agreed                               | 100%              | 100%        |
| Percentage of 2020/21 actions implemented                          | 100% or escalated | 100%        |
| <b>Timescales:</b>                                                 |                   |             |
| <b>Draft Report issued within 10 days of completion</b>            | <b>100%</b>       | <b>*73%</b> |
| <b>Final Report issued within 5 days of management response</b>    | <b>100%</b>       | <b>*90%</b> |
| <b>Draft Report issued within 3 months of fieldwork commencing</b> | <b>80%</b>        | <b>91%</b>  |

\*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 and the current job market we were not able to cover absences.

Corrective action is being taken as follows:-

- Co-sourcing arrangements are being formalised to improve staff cover – this will lead to one experienced team responsible for the whole of the plan to ensure consistency
- New audit lead in place following the loss of the previous staff member
- Getting Terms of Reference agreed in Management Team in batches to avoid a delay in commencing the work

**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).

# Agenda Item 6c



**Governance & Audit  
Committee**

**19 July 2022**

**Subject: DRAFT - Annual Governance Statement 2021-22 and Closure of  
the Annual Governance Statement 2020-21 Action Plan**

|                    |                                                                                                                                                     |
|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| Report by:         | Chief Executive                                                                                                                                     |
| Contact Officer:   | Emma Redwood<br>Assistant Director People & Democratic &<br>Monitoring Officer                                                                      |
| Purpose / Summary: | To present to Members the DRAFT Annual<br>Governance Statement for 2021-22 and<br>Closure of the Annual Governance Statement<br>2020-21 Action Plan |

## **RECOMMENDATION(S):**

That Members review the draft Annual Governance Statement 2021-22 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 2021-22 (for delivery in 2022-23)
3. Review the action plan for the AGS 2020-21 and approve closure



## IMPLICATIONS

**Legal:** The AGS must comply with the Accounts and Audit (England) Regulations 2011

**(N.B.) Where there are legal implications the report MUST be seen by the MO**

**Financial:** FIN/58/23/SL.

There are none from this report

**Staffing :** There are none from this report

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

**Equality and Diversity including Human Rights:** None.

**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:**

None.

**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. Background**

- 1.1 The Accounts and Audit (England) Regulations 2015 require every council to agree and publish an Annual Governance Statement.
- 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 Under normal circumstances the Council is required to produce an AGS for approval by the end of July to accompany the Council’s Statement of Accounts. However, due to the covid19 situation the timeframe has been extended to the end of September 2021.
- 1.5 The AGS 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 2021-22**

- 2.1 Sources of information used to develop the AGS include:
  - The Combined Assurance Report 2020-21
  - Internal Audit Annual Report
  - Internal Audit reports
  - The management of Strategic and Service risks
  - External Audit Annual Audit Letter
  - Review of Comments, Compliments and Complaints
  - Consultation results
  - Ombudsman investigations
  - Review of Whistleblowing
  - Annual review of fraud
  - Comments made by external Auditors

## **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.

#### **4. Annual Governance Statement 2021-22**

- 4.1 The Draft Annual Governance Statement 2021-22 accompanies this report. At this stage, Members are asked to review its content and provide feedback.

#### **5. Issues to be Addressed in 2021-22**

- 5.1 Any issues that have been identified during the year as requiring attention to ensure more robust governance are raised within the Draft AGS and form an associated action plan. Having reviewed the year; taken account of progress against the AGS 2020-21 action plan and also considered recommendations made within various governance related reports/audits, the following matters are put forward for consideration:

- a) Loss of key staff – ensure that robust processes are fully documented, succession plans are in place where appropriate, identify activities which are overly reliant on one individual
- b) Financial settlement – continue to update the MTFS as we gain greater certainty on the level of funding for future years
- c) Prepare for all out elections in May 2023 – ensure robust election planning and deliver an effective Member induction plan
- d) New finance system – ensure it is effective and compliant
- e) Continue the review of corporate procurement procedures (carried forward from last year).
- f) Continue the implementation of CIPFA FM Code requirements

#### **6. Issues Deemed Closed – Annual Governance Statement Action Plan 2020-21**

- 6.1 The issues which were identified as matters to be addressed via the AGS Action Plan 2020-21 are detailed below. Members are asked to review and determine whether they are satisfied that sufficient progress has been made to warrant completion.

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.

6.3 The 2020-21 Action Plan is attached for review and sign off

**7. Recommendation**

Members review the draft Annual Governance Statement 2021-22 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 2021-22 (for delivery in 2022-23)
3. Review the action plan for the AGS 2020-21 and approve closure

**Annual Governance Statement 2020/2021 Action Plan – to be delivered during 2021/22**

**Updated July 2022 for Closure**

| Issue                                                                    | Description                                                                                                                                                                                                                                                                                        | Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Current Position                                                                                                        | Date Due       | Officer           | BRAG                               |
|--------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|----------------|-------------------|------------------------------------|
| Living with Covid19 roadmap                                              | Ensure that the council responds and effectively leads the recovery process                                                                                                                                                                                                                        | <ol style="list-style-type: none"> <li>1.Keep abreast of developments against the Governments road map</li> <li>2.Communicate internally/externally key messages</li> <li>3.Survey staff to understand reaction</li> <li>4.Report to Council on activity that has taken place to keep people safe and well</li> </ol>                                                                                                                                                                           | Reviewing Governments winter plan and potential impact                                                                  | April 2022     | Emma Redwood      | Closed                             |
| Complete review of corporate procurement procedures                      | Undertake a review of the procedures and implement required procedural actions                                                                                                                                                                                                                     | <ol style="list-style-type: none"> <li>1. Conduct survey with users of the procurement service</li> <li>2. Analyse results and report to Mgt Team</li> <li>3. Draw up action plan to address identified issues</li> <li>4. Monitor progress of plan</li> <li>5. Conduct follow-up survey</li> </ol>                                                                                                                                                                                             | Survey undertaken<br>Ongoing discussions with Procurement Lincs                                                         | March 2022     | Ady Selby         | To carry over into new action plan |
| Ensure compliance to meet the standards of the Financial Management Code | The Financial Management Code of Practice (launched by CIPFA in November 2019) to improve the financial resilience of organisations by embedding enhanced standards of financial management. The Code is not mandatory however the council is committed to meetings the standards set in the code. | <ol style="list-style-type: none"> <li>1.VFM strategy and handbook to be reviewed and redistributed</li> <li>2.A number of training courses to be delivered for VFM</li> <li>3.Members workshop to be held to consider 22/23 budget consultation focus</li> <li>4.Review of options/project appraisal methodology and documentation to be appropriate in the context of the project</li> <li>5.Review of reports and the introduction of analytics will be an enhancement to reports</li> </ol> | A self-assessment has been carried out and appropriate action plan is in place, reported to G&A committee in April 2021 | September 2022 | Tracey Bircumshaw | To carry over into new action plan |

|                                                                                                      |                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                    |                                                                       |                                  |        |
|------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|----------------------------------|--------|
|                                                                                                      |                                                                                                      | produced to Management. This will be achieved through the implementation of new technology                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                    |                                                                       |                                  |        |
| Produce a Cultural Strategy                                                                          | Implement action plan to develop our approach to a cultural strategy                                 | <ol style="list-style-type: none"> <li>1. Co-ordinate the events and activities programme across the district</li> <li>2. Understand Arts Council opportunities and requirements</li> <li>3. Secure National Portfolio Organisation status</li> <li>4. Secure National Lottery Heritage funding for Trinity Arts Centre</li> <li>5. Refresh Visitor Economy Strategy and align with co-ordinated cultural offering</li> <li>6. Develop sustainable future for West Lindsey Markets supported by cultural offer</li> <li>7. Improve the long term cultural offering of the district</li> </ol> | Cultural Strategy paper to Prosperous 14 <sup>th</sup> September, and CP&R 23 <sup>rd</sup> September 2021                                                                         | Some of this activity will be delivered by March 2022                 | Sally Grindrod-Smith & Ady Selby | Closed |
| Clarify what 'social regeneration' means to the Council, what it will deliver and how to resource it | To ensure that there is clear and consistent understanding of social regeneration across the council | <ol style="list-style-type: none"> <li>1. Engage with members to develop narrative which articulates Council's understanding of social regeneration</li> <li>2. Embed social regeneration into broader strategies for the council</li> </ol>                                                                                                                                                                                                                                                                                                                                                  | CEX's and Leaders commissioned work to develop District health and Wellbeing Strategy. Work completed and will be taken through committee processes prior to end of financial year | March 2022 - the H&W Strategy will be taken through committee in 2022 | Di Krochmal                      | Closed |

## **Executive Summary**

Governance is about how local government bodies ensure that they are doing the right things in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. It comprises the systems, processes, cultures and values by which local government bodies are directed and controlled and through which they account to, engage with and where appropriate, lead their communities.

The Annual Governance Statement (AGS) is a public report by the Council on the extent to which it complies with its own governance code, including how it has monitored the effectiveness of its governance arrangements in the year, and on any planned changes in the coming period.

The council expects all of its members, officers, partners and contractors to adhere to the highest standards of public service with particular reference to the Officer and Member Code of Conduct, Constitution, Corporate Vision and Values, and Priorities as well as applicable statutory requirements.

This document describes our governance arrangements and how closely we align with good practice. In overall terms this is a positive statement for the financial year 2021/22. This document relies on several assurance mechanisms including internal audit annual review, internal audit reports throughout the year, the work of the Governance and Audit Committee, the overview and scrutiny process and external audit.

External audit is undertaken by Mazars LLP, and this provides assurance over the Financial Statements and Value for Money Opinion. Where the auditor identifies weaknesses in the Council's arrangements, these are highlighted in the Annual Audit and Inspection Letter. The Council received an unqualified audit opinion on its 2021/22 accounts, the latest audited and published.



## **DRAFT ANNUAL GOVERNANCE STATEMENT 2021-22**

### **Scope of Responsibility**

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

In discharging this overall responsibility, the Council is responsible for putting in place proper arrangements for the governance of its affairs and facilitating the effective exercise of its functions, incorporating the system of internal control. This includes arrangements for the management of risk. The Council has a Local Code of Governance which details these arrangements and is structured around the 7 Principles of Good Governance in the Public Sector (CIPFA/IFAC 2014).

1. Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law.
2. Ensuring openness and comprehensive stakeholder engagement.
3. Defining outcomes in terms of sustainable economic, social and environmental benefits.
4. Determining the interventions necessary to optimise the achievement of the intended outcomes.
5. Developing the entity's capacity, including the capability of its leadership and the individuals within it.
6. Managing risks and performance through robust internal control and strong public financial management.
7. Implementing good practices in transparency, reporting and audit to deliver effective accountability.

The Accounts and Audit (England) Regulations 2015 require every council to agree and publish an Annual Governance Statement. CIPFA (Chartered Institute of Public Finance and Accountancy) have produced guidance to Delivering Good Governance in Local Government Framework (2016). In producing this AGS, this guidance has been considered.

### **The Purpose of the Governance Framework**

The governance framework comprises the systems, processes, culture and values by which the Council is directed and controlled. It also comprises the activities through which it accounts to, engages with and leads its communities. It enables the Council to monitor the achievement of its strategic objectives and consider whether those objectives have led to the delivery of appropriate services that represent value for money.

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, priorities, 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 risks to the achievements of the

Council’s policies, priorities, aims and objectives. It also evaluates the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. Strategic risks are reported to the Governance and Audit Committee bi-annually.

The governance framework has been in place at the Council for the year ended 31<sup>st</sup> March 2022, and up to the date of approval of this Statement.

### Financial Management Code

Strong financial management is an essential part of ensuring public sector finances are sustainable. The CIPFA Financial Management Code (FM Code) provides guidance for good and sustainable financial management in local authorities and assurance that authorities are managing resources effectively. The FM Code identifies risks to financial sustainability and introduced a framework of assurance.

Complying with the standards set out in the FM Code is the collective responsibility of elected members, the chief finance officer and their professional colleagues in the management team. Complying with the FM Code will help strengthen the framework that surrounds financial decision making.

The council has undertaken an assessment of compliance with the principles of the FM Code. This assessment has confirmed the council’s compliance, with two actions identified for further improvement to the Governance and Audit Committee in Jul 2021.

The Chief Financial Officer has reviewed the actions and progress is reported below:

| <b>Stakeholder Engagement and Business Plans</b>                                                                                                                |                           |                           |                                                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Area of Code</b>                                                                                                                                             | <b>2020/21 Assessment</b> | <b>2021/22 Assessment</b> | <b>Narrative</b>                                                                                                                                                                                                                                                        |
| The authority has engaged where appropriate with key stakeholders in developing its long-term financial strategy, medium-term financial plan and annual budget. | Amber                     | Amber                     | Stakeholder Engagement for the 2022/23 was adversely affected by Covid-19. A detailed plan of engagement has been put in place for the 2023-24 budget which when delivered will provide a green assurance rating for the Council.                                       |
| The authority uses an appropriate documented option appraisal methodology to demonstrate the value for money of its decisions.                                  | Amber                     | Amber                     | Whilst the five-case business model is used for all significant decisions further guidance is being developed at an operational level for decision making. The Value For Money Handbook will be published and supported by training for all staff in Quarter 3 2022-23. |

### The Governance Framework and Annual Review of Effectiveness

With the continuing response to Covid19 throughout 2021/2022, the Council continued to support its staff and the people and businesses of West Lindsey towards planning for recovery from the global pandemic declared in connection with the Covid19 virus. The

Council worked closely with the Local Resilience Forum, other Councils, the Police, NHS, Public Health England and others to respond to and support the Government's roadmap for easing restrictions, the vaccination programme, testing, and the planning for recovery.

In the spring plans were developed and put in place for the Council's own organisational recovery taking account of the Government's roadmap and the local situation regarding Covid19 cases. The Council's Covid19 Management Group continued to meet regularly to actively manage the Council's response and recovery priorities.

Staff were already able to work from home with the right equipment and tools to carry out their roles, this continued into 2021/22, with support being offered to enable services to run effectively. Four staff surveys have been conducted during the last 2 pandemic years and the results have been very positive with actions being taken to address any concerns.

By the early Summer 2021, committees (and full Council) were returned to being held in person with amended room layouts, and external venues being used for full council.

The Council had not had supplier issues or large-scale staff absences due to the success of the vaccination roll out and safe ways of working. Nevertheless, the level of risk was monitored and reported to the Council's Covid19 Management Group, however it is effectively being managed as business as usual due to the longevity of the incident and the 'new normal' that Covid19 had become.

Throughout this time the Council's governance arrangements held strong and were effective, allowing it to be both flexible and confident in responding to emerging priorities, changes to service delivery and timely decision making.

West Lindsey District Council operates a Committee model form of Governance under the Localism Act 2011. This has ensured that there is a more democratic approach to decision making with no elected member having any individual executive power to make decisions and requiring committees to be politically proportionate. The Council's Constitution sets out how the Council operates.

The council 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. Due to legislation changes last year in May 2021 the Council returned to face to face Committee meetings as required.

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 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.

The Constitution of the Council establishes the roles and responsibilities of the Full Council, Policy Committees, scrutiny and officer functions, with clear delegation arrangements and protocols for effective communication in respect of the authority and partnership arrangements.

The Constitution is reviewed annually to ensure it continues to be fit for purpose.

The Constitution also contains rules of procedures (standing orders and financial regulations) that define clearly how decisions are taken and where authority lies for decisions. The statutory roles of Head of Paid Service, Chief Financial Officer and Monitoring 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.

The council has developed, communicated and embedded codes of conduct, defining the standards of behaviour for both Members and staff. The Council adopted a new code of conduct for Members at its Full Council meeting in November 2021, having provided all Members with the opportunity to attend an awareness session prior to adopting the new Code.

The Council has successfully concluded its LGA Peer Review Challenge which began in January 2020. A report to Full Council set out the next steps following the closure of the project an extract of which is shown below:

#### **Next Steps**

The Council is pleased that the peer challenge follow-up recognises the significant progress that has been made since 2020 to implement the recommendations and, in many cases, go beyond these to deliver further improvements to service delivery, ensure greater strategic alignment, secure a highly skilled and resilient workforce and ensure financial resilience, all of which puts residents at the heart of Council activity in line with its core values. The Council remains ambitious in its plans and recognises there is always more to do. This report sets out the next steps the Council is already taking on its journey of continuous improvement and officers will ensure that the additional feedback from the peer review team is aligned with existing governance structures and decision-making frameworks to become part of the Council's business as usual. The Council would like to thank the LGA Peer Challenge team for undertaking the follow-up challenge and for preparation of its feedback report. West Lindsey's next, full peer challenge is scheduled to take place in 2024 and officers will begin work to prepare for this in collaboration with key stakeholders and decision makers.

The Internal Audit Plan 2021-22 was agreed by the Governance and Audit Committee and has been completed for the year. All of the audits completed in year achieved either High or Substantial assurance.

An area for the council to consider activity for the post-election 2023 period will be a review of the Community Governance arrangements across the district.

Officer 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.

The Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework and 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 from 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. Review of Strategic Risks
  9. Comments made by external auditors and other review agencies

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

Despite the unpredictability of the 2021-22 year, the council believes that it can give a reasonable and soundly based level of assurance over these conclusions.

### **Significant Governance Issues**

No significant governance issues have been identified in 2021-22.

### **Governance Risks – Areas for Improvement during 2022-23 (year ahead)**

Whilst we are satisfied with the effectiveness of the corporate governance arrangements and systems of internal control, as part of our continued efforts to improve governance the following issues have been identified for improvement as part of the 2021-22 Annual Governance Statement process. An action plan will be implemented to ensure activity takes place to bring about the improvements.

- Loss of key staff – ensure that processes are fully documented, succession plans in place where appropriate, identify activities which are overly reliant on one individual
- Financial settlement – continue to update the MTFS as we gain greater certainty on the level of funding for future years
- Preparing for all out elections in May 2023 – ensure robust election planning and deliver an effective member induction plan
- New finance system – ensure it is effective and compliant
- Continue the review of corporate procurement procedures (carried forward from last year). The Council historically has bought in services from Lincolnshire Procurement but due to recruitment issues they can only provide a limited service
- Continue the implementation of CIPFA FM Code requirements

### **Approval of the Annual Governance Statement 2021-22**

The council is satisfied that appropriate and effective governance arrangements have been in place for 2021-22.

Signed

Signed

Leader

Chief Executive

# Agenda Item 6d



**Governance and Audit  
Committee**

**Tuesday 19<sup>th</sup> July 2022**

## **Annual Voice of the Customer Report 2021/22**

|                    |                                                                                                                                                                |
|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Report by:         | Director of Commercial & Operational Services                                                                                                                  |
| Contact Officer:   | Natalie Kostiuk<br>Customer Experience Officer<br>natalie.kostiuk@west-lindsey.gov.uk<br>01427 676685                                                          |
| Purpose / Summary: | To summarise customer feedback received during the year 2021/22 and analyse customer contact demand data to provide a clear view of the voice of the customer. |

### **RECOMMENDATION(S):**

- **Members welcome 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/50/23/GA/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 Feedback Policy
- 2021/22 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 :**

Not Applicable

**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 2021 to March 2022**

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## **Executive Summary**

2021/22 saw an increase in customer feedback and customer demand compared to the previous year.

There was an increase in the number compliments received, a small decrease in the number of complaints received and a large increase in the number of comments received. The average response time for complaints increased slightly but the number of upheld complaints decreased.

More information on learning from complaints has been included in this years report along with examples of the different types of complaints received.

Customer satisfaction has decreased slightly compared to the previous year, for 2021/22 the satisfaction score for the main customer facing services was 74%.

Customer demand has increased throughout the year, telephone and online methods continue to be the preferred method of contact with over 90% of customers utilising those channels.

Although face to face contact was limited at the beginning of the 2021/22 period it increased towards the end with more people attending the Guildhall building, this was also affected by the Job Centre Plus seeing more customers on an appointment basis.

Overall customer contact and demand, and in particular the number of telephone calls received increased dramatically from February to March 2022. This was due to several factors including all residents being sent a letter in February 2022 regarding the new recycling service implementation, the start of the Green Garden Waste Period along with an increase in enquiries in relation to the Household Support Fund, the Council Tax Energy Rebate and the situation in Ukraine.

The remainder of this report explores the above in more detail.

Following the increase in customer feedback being received the Customer Experience Officer has benefited from extra resource during the last 12 months. A customer service officer has been assisting with the workload on a temporary basis and this is now being assessed with a view to making it into a permanent position.

## 1.0 Introduction

### What is the Voice of the Customer?

- 1.1 The Voice of the Customer Report examines all customer feedback received across the Council and also considers a wider scope of customer views, customer demand data, customer opinions and expectations.
- 1.2 Information is collected via a number of different customer contact channels including data collected from day to day interactions as well as the compliments, comments and complaints received by the customer experience team and customer satisfaction survey responses.
- 1.3 The aim is to learn from the insight available and implement actionable solutions in order to deliver a better service for our customers, in line with the objectives of the Corporate Plan, and to drive continuous learning and improvement across all Council services. The data included within this report feeds into the T24 service redesign work that is ongoing.
- 1.4 The 2021/22 period started in March 2021 at the point when a national phased return out of the restrictions that had been in place during the Covid-19 pandemic began. The organisation remained cautious due to the risks still present, officers continued to work at home and only skeleton staff remained working in the guildhall building to ensure essential services could continue.
- 1.5 From October 2021 people began to return to the office, but officers were asked to only attend the Guildhall for essential work, a desk booking system was put into place to ensure social distancing could continue with only limited numbers working in the office building. The majority of services continued to operate on a virtual first basis.
- 1.6 In December 2021 measures were stepped up again following government messages in regards to a new Covid 19 variant and all officers were asked to remain working from home where possible.
- 1.7 Following a series of successful outdoor events earlier in 2021 at the Trinity Arts Centre began to open fully again from the beginning of December 2021 for screened events that remained socially distanced.
- 1.8 Contact with the Council increased during Quarter 1 due to the Covid Hardship Grant payments that were being administered by the revenues and benefits team. At the beginning of 2022 we continued to receive a higher number of telephone queries in relation to the Household Support Fund and the Council Tax Energy Rebate along with enquiries in regards to the Ukraine situation.
- 1.9 Given the ongoing changes and lockdown restrictions in place during the 2021/22 period we would expect to see fluctuations in customer feedback and satisfaction levels.
- 1.10 The law for committee meetings changed on the 7th May 2021 and committee meetings returned to being held face to face rather than virtually. The first face to face meeting held was the planning committee on the 26th May 2021 and a full Council meeting was held at the Epic Centre on Monday 28th June 2021 which allowed a larger number of councillors to attend keeping in line with social distancing requirements.

## 2.0 Customer Feedback

### Customer Experience Policy and Customer Feedback

- 2.1 All customer feedback received is processed in line with the West Lindsey District Council Customer Experience Policy Complaints Process and is responded to by the Customer Experience Officer.
- 2.2 All customer feedback received is recorded on a central system allowing for easier and more specific reporting and so that that meaningful comparison can take place. Customer feedback is logged by service and specific subjects or issues can be reported on making it easier to identify and examine trends and potential improvement actions.
- 2.3 When improvement actions are identified they are logged and are fed back to the relevant service managers for implementation, with the assistance of the Customer Experience Officer where appropriate. The action is tracked and service managers then report back to confirm the action has been implemented and advise of any outcomes. This improvement log also helps to identify any wider areas for improvement which can potentially be built into the service redesign work that is taking place. All of the actions identified in 2021/22 have been completed.
- 2.4 Another method used to gather customer feedback is via customer satisfaction surveys which are sent out on a weekly basis to customers that have received a service during the previous week. These surveys are sent to customers of the main customer facing services which include; waste services, street cleansing, planning and development, public protection, licensing, street naming and numbering and planning enforcement.

### Compliments

- 2.5 When compliments are received it allows us to identify what is working well and which aspects of our services our customers appreciate the most. Compliments received are shared with teams and relevant officers, they encourage our officers to be the best they can and provide the highest standard of service possible. Compliments are used to embed good practise across all Council services.
- 2.6 The Council received a total of 1117 compliments between April 2021 and March 2022, this is an increase compared to the previous year when 784 were recorded.
- 2.7 The number of compliments received increased during the Quarter 4 period of 2021/22 due to the beginning of the Green Garden Waste Service sign up period and the communications that were being sent out in regards to the new recycling service being introduced. In turn this also led to an increase in the number of calls being received.
- 2.8 The services that receive the highest number of compliments are the main customer facing services; Customer Services, Waste Services and Planning and Development. The table in [Appendix A](#) shows how many compliments were received by each individual service in 2021/22 compared to the previous three years. It should be noted that compliments for these services are also taken from customer satisfaction survey responses received (which are not sent to every Council service) so a wider number of

customers have been asked for their views for some services in particular.

- 2.9 Compliments received are generally regarding the quality, speed and the efficiency of the service provided or officer professionalism including politeness, patience, knowledge and willingness to help. Customers appreciate it when we do what we say we are going to do when we say we are going to do it. If delays are expected they appreciate it when they are kept up to date and informed. Even where we do fail on the odd occasion if we identify the failure, admit to it and put it right customers will often still provide positive feedback in relation to the service they have received and how the matter was handled.
- 2.10 During 2021/22 a number of compliments were received for work carried out by the revenues and benefits teams combined. This was in relation to the Covid Hardship Grant payments that the teams administered during the Quarter 1 period. Member and Support Services also received an increase in praise for their efforts in getting face to face committee meetings back up and running safely and smoothly.

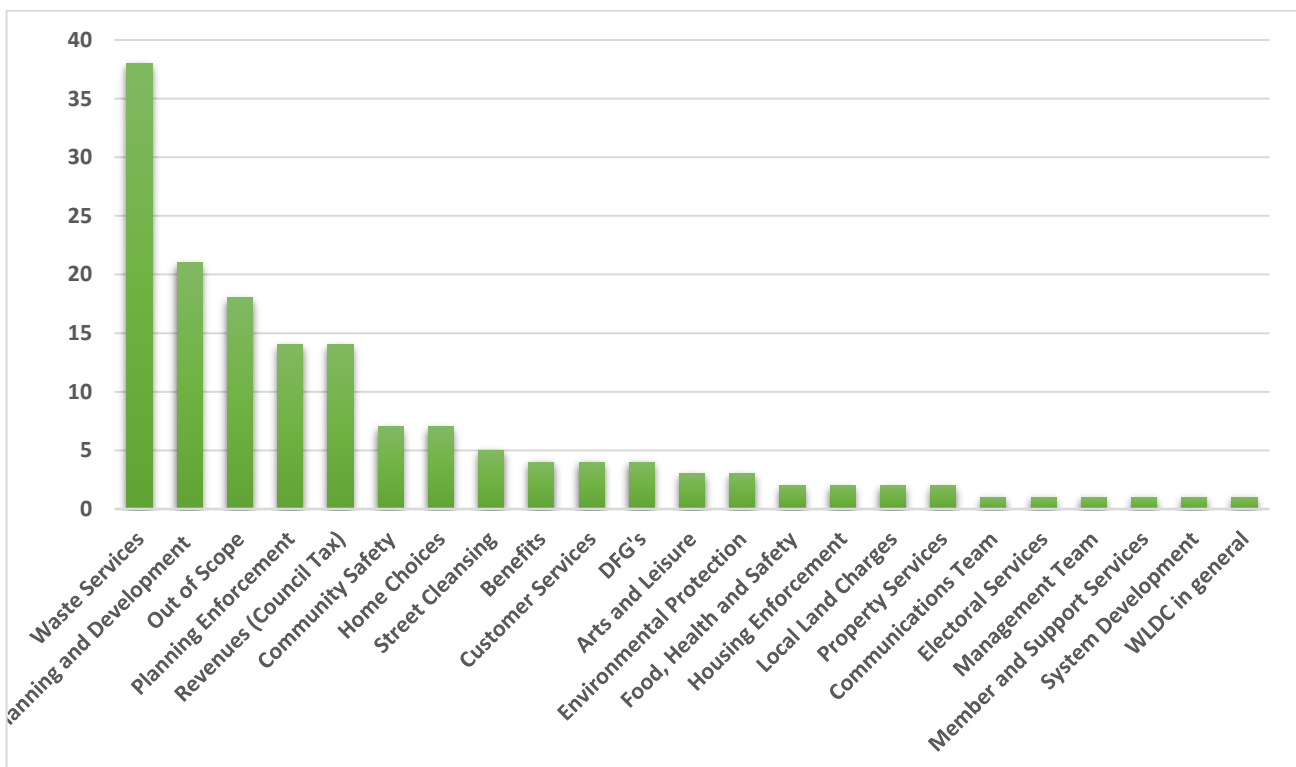
## Comments

- 2.11 Whilst some feedback received may not be particularly praising our services or raising a complaint comments are still classed as important feedback as they provide useful insight and suggestions that may help to improve the services and experiences we provide.
- 2.12 Between April 2021 and March 2022, the Council received a total of 155 comments, this is an increase compared to previous years when 64 were received in 2020/21 and 73 in 2019/20. The table included in [Appendix B](#) shows how many comments were received by each service in 2021/22 compared to the previous three years.
- 2.13 A total of 63 comments were received during Quarter 4 in relation the Green Garden Waste Service and the implementation of the new recycling service. Comments included suggestions regarding the timing, number and duration of collections for the Green Garden Waste Service, with some customers suggesting that collections should start earlier in the year or continue on later into the winter season. These will be taken into account when the service is next reviewed and where appropriate communications in regards to why the collection dates are set as they are will be increased.
- 2.14 All residents were sent a letter regarding the implementation of the new recycling service in February 2022 which led to an increase in comments being received in relation to the new service, including concerns regarding the extra bin that would be provided, space to store the bin and the fact that residents were being asked to separate their waste more thoroughly than before. All comments received have been shared with the service managers and where possible and relevant a response has been provided to the customer.
- 2.15 Sometimes improvements can be made from comments received. During 2021/22 comments taken into account regarding the street cleansing service and how customers are not kept informed or made aware when a report of waste had been cleared have been considered and going forward customers will be made aware in real time when their report has been actioned. This is possible due to the new handheld technology that waste crews will be using that reports information through to customers accounts on the new Customer Relationship Management System (CRM). Comments had also been received regarding

planning service payments and how they could not be made online. Customer feedback was taken into account and a new system was implemented that now allows planning payments online via our website, therefore not restricting this to business hours only.

## Complaints

- 2.16 Whilst complaints are perceived as negative feedback the Council still encourages and welcomes them as all feedback can potentially 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.
- 2.17 A total of 155 complaints were received between April 2021 and March 2022. This is a decrease compared to the previous year, 2020/21 when 178 complaints were received. 187 complaints were received in 2019/20 and 146 in 2018/19. The table in [Appendix C](#) shows how many complaints were received by each individual service in 2021/22 compared to the previous three years.
- 2.18 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.
- 2.19 The graph below illustrates the number of complaints received per service between April 2021 and March 2022:



- 2.20 In comparison to the previous year, complaints for waste services have decreased by 7, and complaints for planning and development have decreased by 50% from 42 in 2020/21 to 21 in 2021/22. The number of complaints received for planning enforcement has remained the same and complaints for revenues (council tax) have increased from 9 to 14 compared to 2020/21.
- 2.21 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.
- 2.22 It should be noted that a single occurrence of a missed bin collection would not be classed as a formal complaint, the only time missed bins are treated as formal complaints is when there has been a repeated issue of missed bins, normally 3 occurrences in a row or where we have failed to return for a missed bin within the 5 days promised. In these instances, further investigation into the reasons why it keeps occurring is required and it may not always be the waste crews that are at fault.
- 2.23 The target response time for complaints is 21 days. The 21 days stated is 21 days (not working days) the system used at the moment cannot distinguish between working days and none working days – when the complaints process is moved over to the new system this will be brought in line with other targets and changed to working days.
- 2.24 The average time to respond to complaints in 2021/22 was 8.3 days compared to 8.2 days and 7.3 days the previous years. 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 often take longer to investigate.
- 2.25 During 2021/22 five complaint responses took longer than 21 days. In July 2021 there were five out of time responses and in December 2021 two responses took longer than 21 days. These complaints were in relation to Planning and Development, Planning Enforcement and Housing Enforcement, the time taken to respond was affected by various aspects out of the Customer Experience Officers control including the amount of complex information that needed to be considered for some of the longer planning and development complaints submitted, officer availability due to annual leave and sickness as well as the Christmas and New Year holiday periods. All complainants were kept up to date throughout and were made aware of the delays expected.
- 2.26 Of the 155 complaints received, 46 (30%) were upheld with the Council deemed to be fully or partially at fault by the independent officer following their investigation. This is a similar percentage to the previous year when 50 (28%) of complaints received were upheld. Waste services complaints have a big effect on the overall upheld percentage with 19 out of the 46 that were upheld relating to the waste service. Upheld complaints for waste services include repeated missed bin collections, failed assisted collections, staff behaviour and damage caused amongst other issues.



2.27 The full breakdown of the number of complaints upheld per service can be found in the table in [Appendix D](#).

2.28 Complaints received can vary in nature, often they can be justified but there is little within the authorities control that can be done to resolve them, here are some examples of different scenarios;

**a. A complaint that was justified and led to a clear change:**

For example, several complaints were received in relation to a new waste initiative regarding sack presentation where signs had been erected and leaflets distributed to all households in the area as they had incorrect information printed on them leading to a lot of confusion, frustration, extra contact and feedback from customers. The signs and leaflets stated that sacks should be presented from 7am on collection day when they should have said by 7am on collection day.

When the error was identified the signs were replaced, new leaflets were distributed and social media messages were updated. Customers that had complained received an explanation and an apology for the inconvenience caused.

**b. A complaint that was not justified that led to no changes being made:**

For example, a complaint was dealt with regarding a planning application decision made and the fact that the application did not go to planning committee for decision.

Investigation found that the complaint was not justified as the decision had been made correctly and in line with planning guidelines, policy, plans and legislation and the application did not warrant being decided by committee.

The complaint was not upheld and no changes were made.

**c. A complaint that was justified but we were unable to take any action:**

For example, a complaint was dealt with where a customer was not happy that our enforcement team could not take action against a business that had painted their industrial fencing a new colour. The complaint stated that the colour used could be perceived as an eyesore and claimed it was not the colour that was given permission.

The complaint could be perceived as justified however, the enforcement team were not able to take action as the condition written in the planning permission was not specific enough in terms of the colour that should be used. This has been shared with the manager of the planning team who has in turn briefed the wider team.

2.29 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 2021/22. 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

2.30 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 compared to previous year | Totals/Averages |           |           |           |           |
|-----------------------------------|-----------------------------------------------|-----------------|-----------|-----------|-----------|-----------|
|                                   |                                               | 2021/2022       | 2020/2021 | 2019/2020 | 2018/2019 | 2017/2018 |
| Complaints                        | ↓                                             | 155             | 178       | 187       | 146       | 168       |
| Compliments                       | ↑                                             | 1117            | 784       | 675       | 505       | 402       |
| Comments                          | ↑                                             | 155             | 64        | 73        | 139       | 79        |
| Average number of days to respond | ↑                                             | 8.3 days        | 8.2 days  | 6.6 days  | 7.3 days  | 5.8 days  |
| WLDC at Fault                     | ↓                                             | 46              | 50        | 71        | 52        | 84        |
| WLDC at Fault %                   | ↑                                             | 30%             | 28%       | 38%       | 36%       | 50%       |

## Customer Feedback Governance and Reporting

2.31 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.

2.32 Regular reports are submitted to the Management Team and monthly 'emerging issues' meetings are held with the Directors of Operational & Commercial Services and Change Management, ICT & Regulatory Services.

2.33 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.

2.34 Quarterly Voice of Customer Reports are published to all Team Managers and Officers and via the regular Members newsletter to our Councillors.

2.35 This Annual Voice of the Customer Report is presented to the Management Team, Governance and Audit Committee and the Wider Management Team.

2.36 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 (LGSCO)

- 2.37 Between April 2021 and March 2022 internal records indicate that a total of 10 complaint referrals were made to the Local Government and Social Care Ombudsman (LGSCO), this will be confirmed once the Annual LGSCO letter is received later this year. This is a slight decrease compared to the previous period where 13 enquiries were made.
- 2.38 All of the referrals made have now been closed with final decisions being received.
- 2.39 When a complaint is referred to the LGSCO they decide whether or not to investigate further. The table below shows the outcome of the complaints referred to them compared to the previous year. A report will follow later this year when the Annual LGSCO letter has been received which will detail the whole 2021/22 period of complaints to the LGSCO. 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 2022.

| LGO Outcome               | 2021/22   | 2020/21   | 2019/20   | 2018/19   |
|---------------------------|-----------|-----------|-----------|-----------|
| Not investigated          | 3         | 9         | 7         | 8         |
| Not found to be at fault  | 5         | 1         | 3         | 5         |
| Fault identified          | 2         | 1         | 0         | 3         |
| Still under investigation | 0         | 2         | 0         | 0         |
| <b>Total</b>              | <b>10</b> | <b>13</b> | <b>10</b> | <b>16</b> |

- 2.40 The number of complaints referred to the LGSCO where they decided not to investigate has decreased this year. Half (5) of the complaints referred to the LGSCO have been in relation to Planning and Development, the LGSCO have investigated three of these but no fault was found, the other two complaints were not investigated.
- 2.41 The LGSCO upheld two of the complaints referred to them during the 2021/22 period. These complaints were relating to Community Safety and Planning Enforcement cases.
- 2.42 Further and more detailed information on the complaints referred to the LGSCO throughout the year can be found in [Appendix E](#) and the previously published Quarterly Voice of the Customer Reports for 2021/22 and in the forthcoming Annual LGSCO Report.
- 2.43 Where fault is identified by the LGSCO 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 LGSCO.
- 2.44 The LGSCO identified fault in two of the complaints referred to them in the last year. The first was in relation to Planning Enforcement;

*Mrs X complained the Council unnecessarily delayed in taking planning enforcement action against her neighbour. She also complained about how it updated her on its progress. The Council was at fault for allowing the case to drift for a short period of time. The Council will apologise to Mrs X. It has taken suitable action to prevent the fault occurring again.*

The complainant was sent an apology and workload and resource issues were addressed by the Housing and Environmental Enforcement Manager.

The second upheld complaint was in relation to Community Safety;

*There is evidence of fault by the Council. The Community Protection Notice served on a neighbour due to anti-social behaviour was not worded in a way that it was enforceable. In addition, when the Council got legal advice on the notice, it did not review or revise it to ensure that it was relevant to the anti-social behaviour complained about. The Council's apology and revision of procedures on wording and reviewing notices remedies the injustice caused.*

The complainant was sent an apology and the procedure for signing off Community Protection Notices was reviewed and updated with evidence being provided to the LGSCO.

- 2.45 When a complaint is referred to the LGSCO there is no financial cost to the authority, unless the LGSCO find fault and recommends that a payment is awarded. No compensation payments were made in 2021/22.

## **Insights into Action – Learning and Improvement Actions**

- 2.46 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.
- 2.47 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 2021/22 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.
- 2.48 The table below includes details of the learning and improvement actions that have been identified during the 2021/22 period:

### **Planning Enforcement**

**Issue:** There has been an increase in the number of complaints received and upheld regarding lack of contact, response or updates when customers have either made a report or are asking further queries.

**Resolution:** Potential causes are resource issues, increases in work load due to customers observing more as they are at home more or are cases more complex and therefore take longer to resolve. The Assistant Director and Team Managers were engaged with to identify how this

issue could be resolved, extra resource has been added to the team and procedures are being reviewed. There may be potential for some triage at first contact and more self-service be added into the process.

### **Planning Enforcement**

**Issue:** There have been several complaints received regarding the fact that the enforcement team are unable to take any action, often because the condition that was put in place is not specific enough. This causes frustrations for the enforcement team, if conditions were more specific or better written then it would save time, make it easier for the enforcement team and would mean complaints would reduce.

**Resolution:** Why do planning officers not work more closely with the enforcement team when conditions are being written? This would make it much easier for the enforcement team in enforcing them and would reduce the number of complaints received leading to an improved customer experience and better efficiency overall. This has been raised with relevant Assistant Directors and Team Managers.

### **Planning Enforcement**

**Issue:** Complaint investigations have identified that although flare is used for enforcement records all associated documents, including evidence and customer correspondence is saved on another system (ldox). Other teams store everything on flare, this makes it easy for anyone examining a case to see all information required without having to bother the officer for more information or explanation. When the LGSCO approach us for information they often request a copy of the full case record, when this is not all in one place this becomes a difficult and time consuming task.

**Resolution:** Since this issue was identified records have been updated and links have been made on cases so that ldox records can be easily accessed via flare.

### **Disabled Facilities Grants**

**Issue:** Complaints have been received regarding delays to DFG applications and works. Investigations have found that the delays are not caused by WLDC, they are due to delays in LCC and Occupational Therapists completing their assessments. This is a part of the process which occurs prior to WLDC becoming involved.

**Resolution:** The team are aware of this issue and are working to ensure that applicants are made aware of the specific process and different stages involved in their application. The performance team will be examining the DFG process to see where improvements can be made and the performance indicators will be reviewed to ensure they are relevant.

### **Disabled Facilities Grants**

**Issue:** Complaints have been received regarding the charges that are placed on a customer's property when they receive a DFG. Claims have been made that they have only found out about the charges once the work has been completed.

**Resolution:** The team are aware of this issue and are working to ensure that applicants are made aware of the charges that will be placed on their property from the outset so that they know what to expect and the charges do not come as a surprise. This information is included in the supporting letter that is sent to applicants with the application form and at the stage of approving the grant the land charge amount is detailed.

### **Planning and Development**

**Issue:** There has been an increase in the number of complaints received regarding historical issues, some in relation to planning decisions that were made 10 to 20 years ago. These investigations have required several hours of senior officer time. When referred to the LGSCO they would not investigate the matter as they classed it as being out of time.

**Resolution:** The council can't reasonably be expected to investigate something that happened 10 or 20 years ago and therefore as a result the WLDC complaints process will be amended as follows to better explain what we can and cannot investigate and to reflect the LGSCO's investigation process:

#### ***What we cannot investigate:***

*We cannot look at a complaint if:*

- *you have left it more than 12 months since knowing about the problem*
- *it is regarding a matter or decision that happened several years ago*
- *the matter has not affected you personally or caused you an injustice*
- *the issue affects most people in the council's area*
- *it is about employment or staffing matters (such as employment or disciplinary issues)*

### **Street Cleansing**

**Issue:** Several customer satisfaction survey comments have been received regarding fly tipping reports and the fact that customers are not informed when they have been actioned. It has also been identified that when a fly tip is reported that WLDC can't remove because it is located on private land the customer is not made aware. This leads to them thinking that their report has been ignored and they leave a low satisfaction score.

**Resolution:** The historical system was not able to offer this function to resolve the issue but the new CRM system that is currently being set up and installed will be able to provide timely updates to customers when fly tipping has been reported to us and removed.

### **WLDC Officer Voicemail Boxes**

**Issue:** A complaint investigation discovered that several voicemail boxes on officer extensions were full and there were messages that had not been listened to or actioned. This means that if a customer calls that extension and it is not answered they are not able to leave a voicemail message as the box is full.

**Resolution:** A reminder and guidance on how to use the voicemail service was sent out to Team Manager's to share with their teams, they were also asked to remind officers to action voicemail messages and delete them so that voicemail boxes do not become full. In future alerts will be sent to officers of full mailboxes advising action to be taken.

### **Planning and Development (Online Payments)**

**Issue:** Following comments received regarding the automated phone line for payments and the fact that payments for planning services could not be completed online considerations took place into how this could work and be implemented.

**Resolution:** In November 2021 the facility to make planning payments online was made available making it easier for customers to make a planning payment 24/7 without having to wait until the phone lines open.

**Revenues – Council Tax**

**Issue:** A complaint received highlighted some confusion regarding the allocation of Empty Homes Discount, it transpired that a new property owner was not entitled to the discount and this was only known when full information had been received on the history of the property.

**Resolution:** Although this does not happen very often the team were briefed and were asked that as part of the process, when they are speaking to customers in future where this situation may arise, to advise and note that they have been advised that any discount awarded may have to be removed once full details are received in order to manage expectations.

**Online Services – Waste Bookings**

**Issue:** Comments and feedback has been received on a regular basis regarding issues with the online booking form for waste services such as bulky and sharps collections. Users on certain devices and browsers could not complete the process when it came to choosing a time or date. These customers then had to call us to complete their bookings.

**Resolution:** After several reports to the system administrators the issue has now been resolved, all customers can now complete their bookings online with no problem.

**Street Cleansing and Community Safety**

**Issue:** Investigation into a complaint received revealed that there was no clear process for collaboration between the street cleansing and community safety teams when a report of fly tipping is received that may contain evidence. On this occasion the report was not acted on in a timely manner so the evidence had been cleared away before it could be retrieved and used for potential action.

**Resolution:** This matter has been considered and there is a process in place to ensure that the links between the two departments are made in a timely manner so that evidence can be collected where possible.

**Website Information for cemeteries and parking fines**

**Issue:** Following HotJar feedback, it was identified that the information on the WLDC website regarding cemeteries had been disabled so customers were no longer able to view what they needed. This was fixed as soon as it was reported to us.

**Resolution:** A comment received identified that the phone number published on the WLDC website for challenging a parking fine was incorrect, this was amended following feedback received.

**Planning Enforcement**

**Issue:** Following an increase in case numbers, customer feedback and a complaint that was upheld by the LGSCO extra resources were temporarily added to the planning enforcement team.

**Resolution:** A review of the enforcement policies and procedures is due to take place this year in order to improve the customer experience and make the service more efficient.

### **Community Safety**

**Issue:** Feedback received in relation to the new waste initiative regarding sack presentation where signs were erected and leaflets distributed to all households in the area highlighted that incorrect information had been printed on the signs and leaflets which led to a lot of confusion, frustration, extra contact and feedback from customers. The signs and leaflets stated that sacks should be presented **from 7am** on collection day when they should have said **by 7am** on collection day.

**Resolution:** When the error was identified the signs were replaced, new leaflets were distributed and social media messages were updated.

### **Planning and Development**

**Issue:** A complaint was upheld in relation to regular and ongoing issues accessing planning documents online, this is a known issue.

**Resolution:** Work is underway to make the WLDC website more stable and to implement a new document management system for planning which will improve the overall customer experience when viewing planning application information.

### **Trinity Arts Centre – Ticket Insurance**

**Issue:** An investigation into a complaint received in relation to Trinity Arts Centre ticket insurance discovered that it was important for the insurance T&C's to be made clearer on the call where it was being suggested.

**Resolution:** Officers were asked to advise the customer to check the T&C's thoroughly before purchasing the insurance to ensure they were happy with what was covered. Training material was updated to reflect this process amendment.

### **Trinity Arts Centre – Recorded Message on phonline**

**Issue:** Through investigations into other matters it was discovered that the phone line message for Trinity Arts Centre tickets was not clear regarding booking fees and how they are cheaper if booked online.

**Resolution:** An improvement was suggested and the phonline message was updated to advise customers that it is cheaper to book tickets online. This would assist in reducing calls into the customer services team as customers may choose to go online as it is a cheaper option.

### **ASB Early Presentation Action**

**Issue:** A letter was sent by the community safety team to a resident in relation to bins being left on the highway, the resident made contact to advise that the place they were kept was actually their own private property and they had kept them in the same place for several years.

**Resolution:** A potential improvement action was identified around making checks before these types of letters are sent out. Land registry checks should be made to establish land ownership. If this had been carried out on this occasion although the bins looked like they were on the highway it would have shown that they were actually on land owned by the property, a letter would not have been sent and the customer would not have needed to make a complaint.

### **Planning and Development**

**Issue:** A resident's objections to a planning application were redacted, due to defamatory comments, a complaint was received that they were not made aware that may happen.



**Resolution:** Following the complaint investigation, the information provided on the website was amended so that it makes it clear that any defamatory comments etc will be either redacted or sent back to the sender to amend until they are suitable for publication.

### **Community Safety**

**Issue:** Following an investigation into a complaint by the Local Government and Social Care Ombudsman (LGSCO) and a decision received in March 2022 updates have been made to the Community Protection Notice (CPN) procedure.

**Resolution:** The LGSCO recommended that we review CPN procedures to ensure that the wording in CPN is effective and that officers review them after any legal advice is received. This update to the procedure has been completed.

## **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 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 during the implementation of the new Customer Relationship Management (CRM) system.
- 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 customers are sent satisfaction surveys, surveys are sent to customers of the main customer facing services. During 2021/22 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.
- 3.6 Since August 2021 surveys have also been sent to customers of the Licensing service.

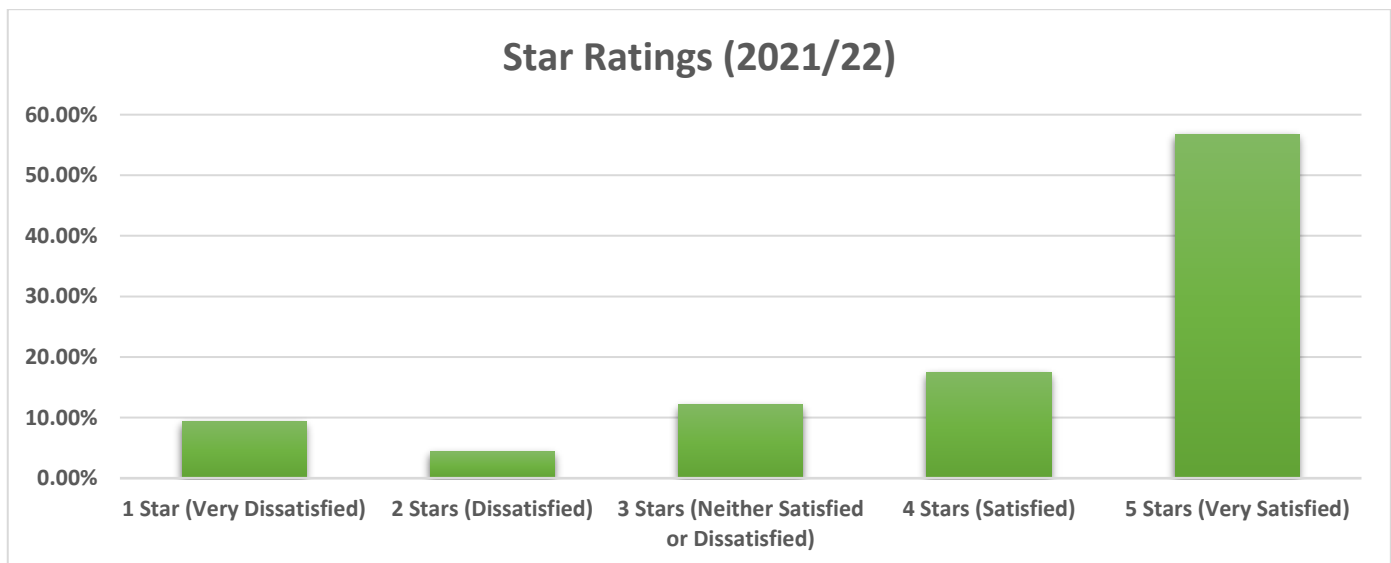
### **Satisfaction Levels**

- 3.7 During the 2021/22 period from April 2021 to March 2022 a total of 6983 satisfaction surveys were sent out and 1256 responses were received, giving a response rate of 18% which is a small decrease compared to the previous year where the response rate was 20%. The overall satisfaction rating for 2021/22 is 74.00%, this is a slight decrease compared the previous year where overall satisfaction was 75.72%. Given the ongoing

pandemic restrictions throughout the 2021/22 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 April 2021 and March 2022;



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 **74.00%**. This equates to an overall star rating of 4.07 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, helpfulness, 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**

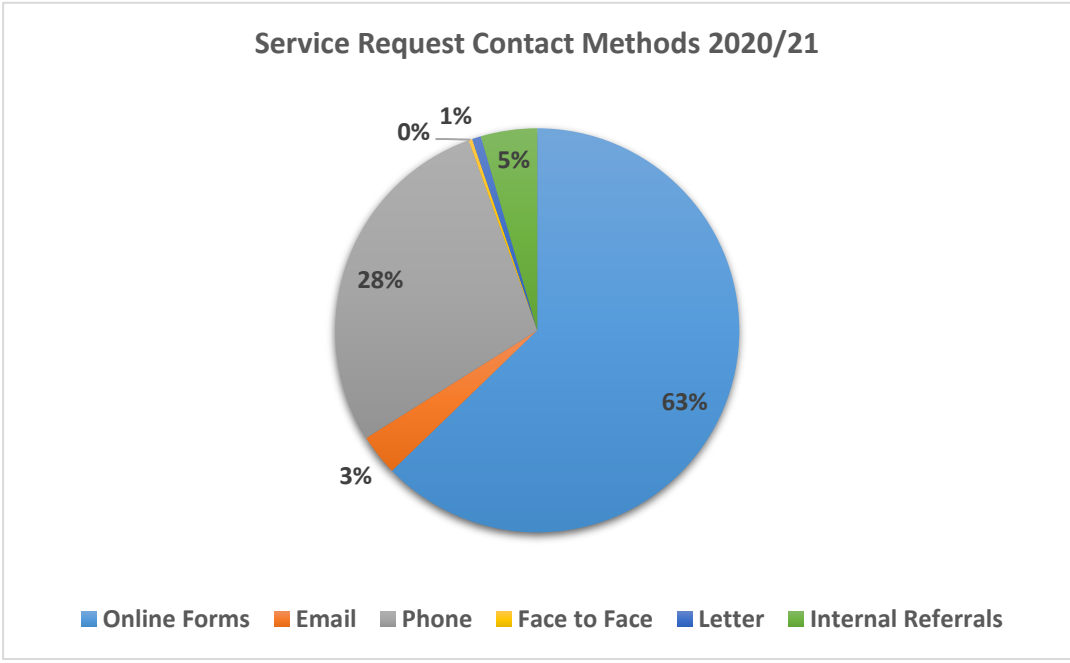
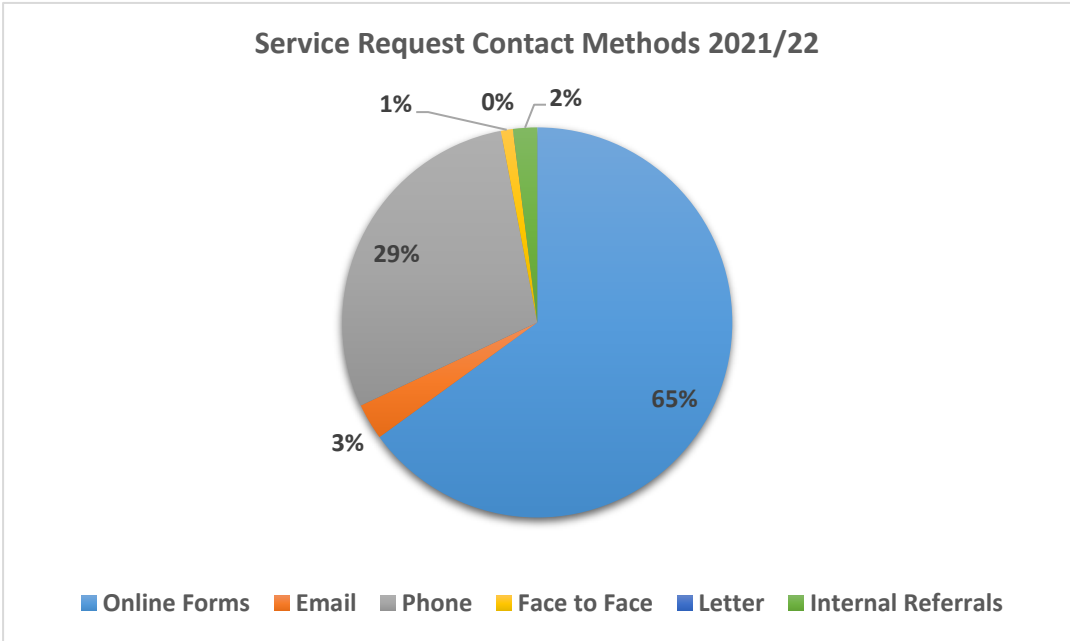
- 4.1 The demand analysis part of this report focuses on the data available surrounding customer contact points. This includes data collected around telephony, face to face interactions, the website, payments and how service requests are received. Analysing this information can show how customers are choosing to interact with the council and through which channels.

### **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 via 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 2021/22 is 41,136 which is a very small increase compared to the previous year where 41,080 were recorded. (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 2021/22 is: 29.42% from phone, 65.04% from online forms, 2.52% from email and 2.08% from internal referrals. Online service requests and requests via telephone have increased compared to previous years. As with previous years the majority of customers (over 90% in 2021/22) make contact with us via the phone

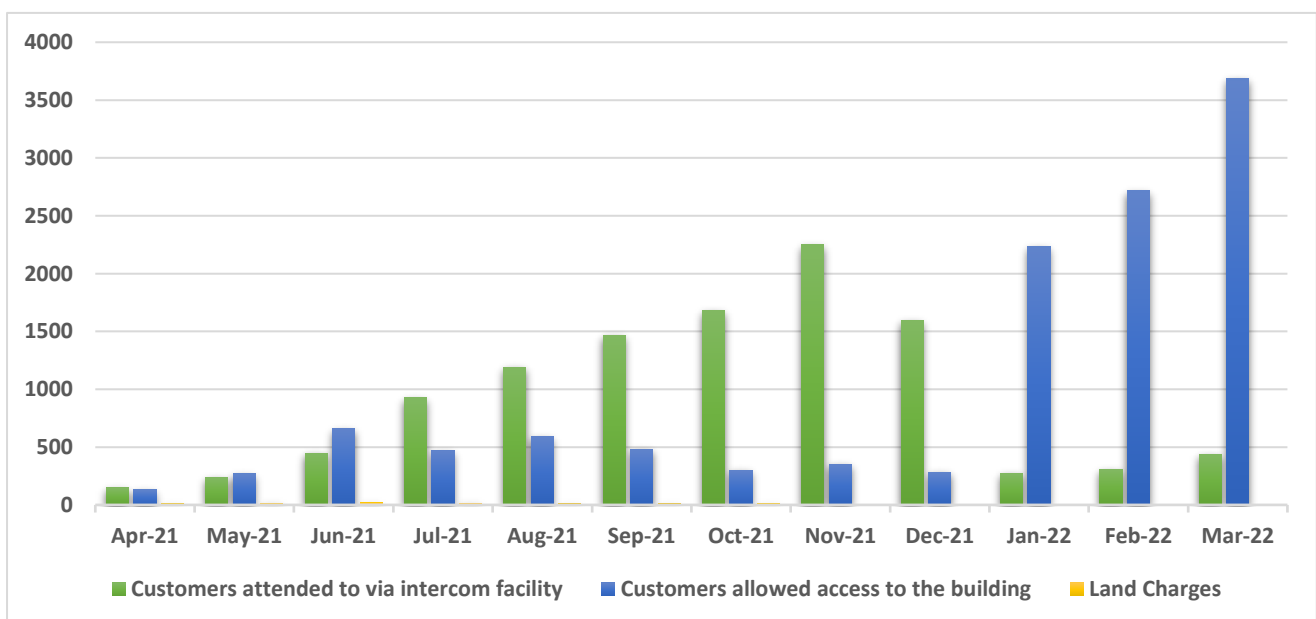
and online forms. The charts below illustrate the full breakdown of all contact channels used in 2021/22 compared with the previous year:

| Contact Method                                   | 2021/22         | 2020/21         |                                |
|--------------------------------------------------|-----------------|-----------------|--------------------------------|
| Online Forms                                     | 65.04% (26,753) | 62.77% (25,787) | Increase of 2.27%              |
| Email                                            | 2.52% (1,037)   | 3.29% (1,351)   | Decrease of 0.77%              |
| Telephone                                        | 29.42% (12,101) | 28.42% (11,674) | Increase of 1.0%               |
| Face to Face                                     | 0.61% (251)     | 0.29% (121)     | Increase of 0.32%              |
| Letter                                           | 0.34% (140)     | 0.72% (296)     | Decrease of 0.38%              |
| Internal Referrals                               | 2.08% (854)     | 4.51% (1851)    | Decrease of 2.43%              |
| <b>Total number of service requests received</b> | <b>41,136</b>   | <b>41,080</b>   | <b>Increase of 0.001% (56)</b> |



## Face to Face Demand

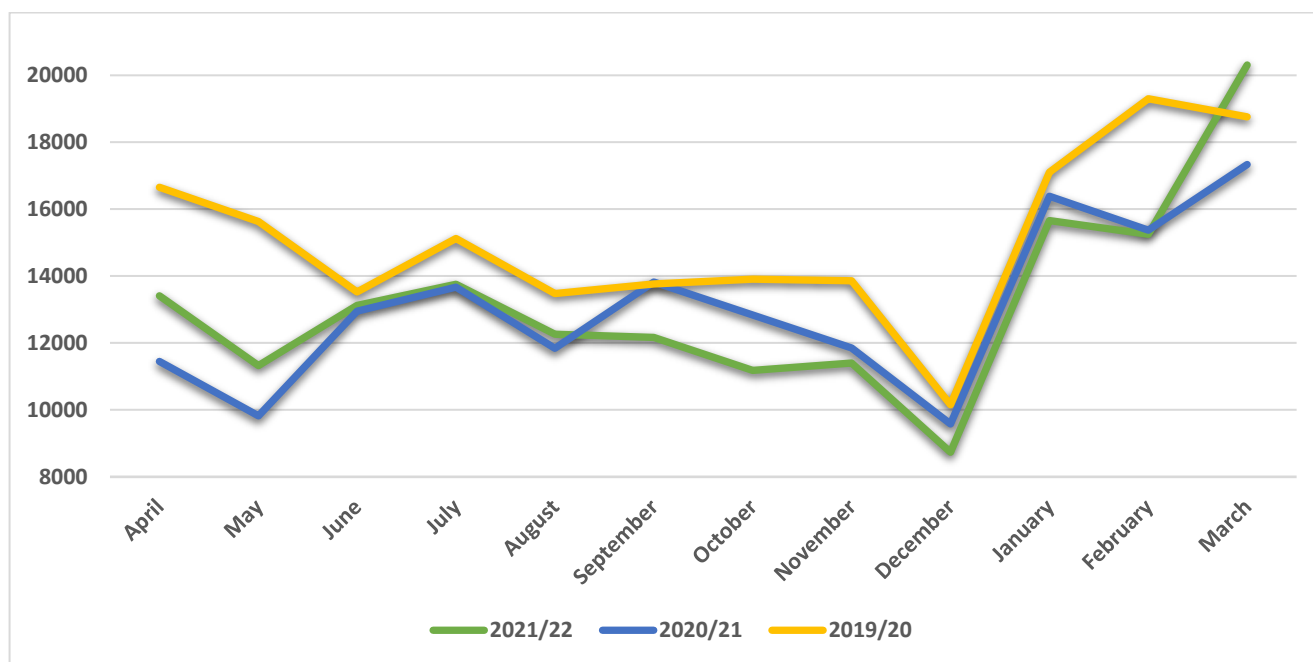
- 4.6 Historically the number of customers that choose to visit the Councils reception at the Guildhall is relatively low as many customers now opt to request services via other means. During the 2021/22 period the Guildhall's main entrance remained closed to walk in customers and face to face contact remained limited to vulnerable and emergency customers only as well as pre-arranged appointments with officers. The intercom facility remained in place at the entrance to allow members of the customer services team to assist them from a safe distance.
- 4.7 Face to face demand during the last year has been very low so comparison to previous years would be of 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.
- 4.8 From March 2021 to November 2021 the Land Charges team continued to see agents via an appointment system to allow them to undertake LLC searches. Face to face appointments were no longer needed from December 2021 onwards as the LLC system was moved online so physical records no longer has to be examined.
- 4.9 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. As you can see the number of customers approaching the Guildhall for assistance increased as lockdown restrictions started to ease. Job Centre Plus (JCP) began seeing a small number of customers again by appointment in June 2021, this reduced during the October to December 2021 months and from January 2022 the number of customers being seen increased dramatically meaning that more customers were allowed access to the Guildhall building.



4.10 These figures along with data relating to the specific reasons why customers attend the Guildhall will be analysed and used in the plans for the future design of how the reception area will work in terms of face to face contact and how services will operate going forward.

## Telephone Demand

4.11 The graph below illustrates telephone demand each month for 2021/22 compared to the previous two years:



4.12 Overall telephone demand has increased during 2021/22 compared to the previous year, in particular during April 2021 and March 2022. Telephone demand always increases during January, February and March during the Green Garden Waste Service sign up period.

4.13 The number of calls received in March 2022 was also affected by the new recycling service implementation, all residents were sent a letter in February 2022 advising of the upcoming changes, in turn this led to an increase in the number of calls received as customers called with queries regarding the new recycling service.

4.14 Calls also increased as we received a high number of telephone queries in relation to the Household Support Fund and the Council Tax Energy Rebate and enquiries in regards to the Ukraine situation.

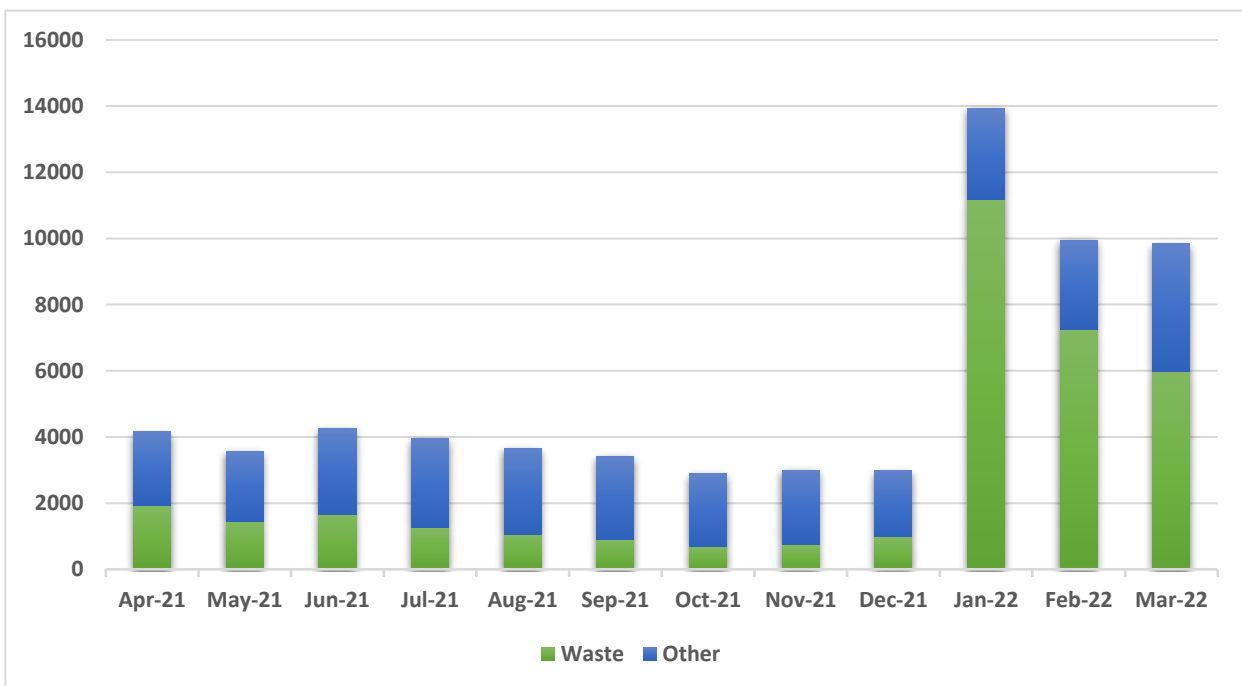
4.14 During 2021/22 a total of 158,577 calls were received across the whole council compared to 156,915 in 2020/21. This is an increase of 1% (1662) calls.

4.15 On average 76% of all calls received across the council were answered and handled during 2021/22, this is a slight decrease compared to the previous year where 80% of all calls were answered and handled on first contact. It should be noted that although a call may go unanswered, customer can opt to receive a call back once the officer is available. (unanswered call figures include calls which go through to voicemail services).

## Online Customer Demand

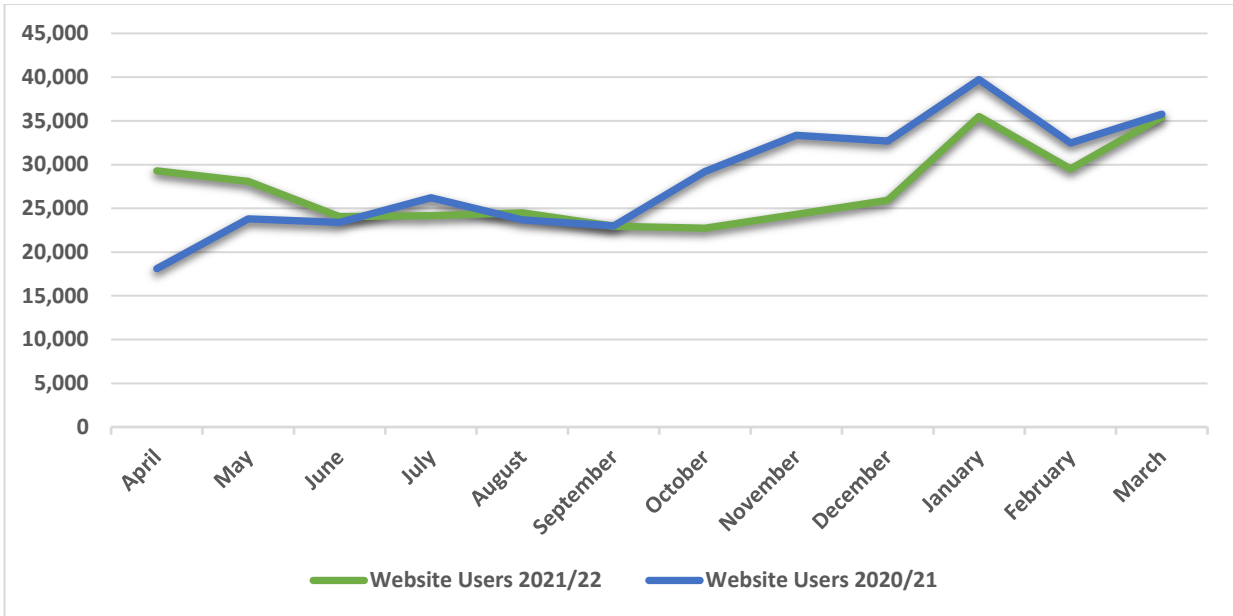
### Online Service Requests

- 4.16 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.
- 4.17 Compared to the previous year there has been a slight decrease in the number of service requests made via online forms during the 2021/22 period. In total 65,593 online requests were received compared to 66,644 in 2020/21.
- 4.18 The graph below illustrates how many online requests were received each month during 2021/22 broken down by waste requests and other requests. The increases in January, February and March are due to Green Garden Waste Subscriptions.

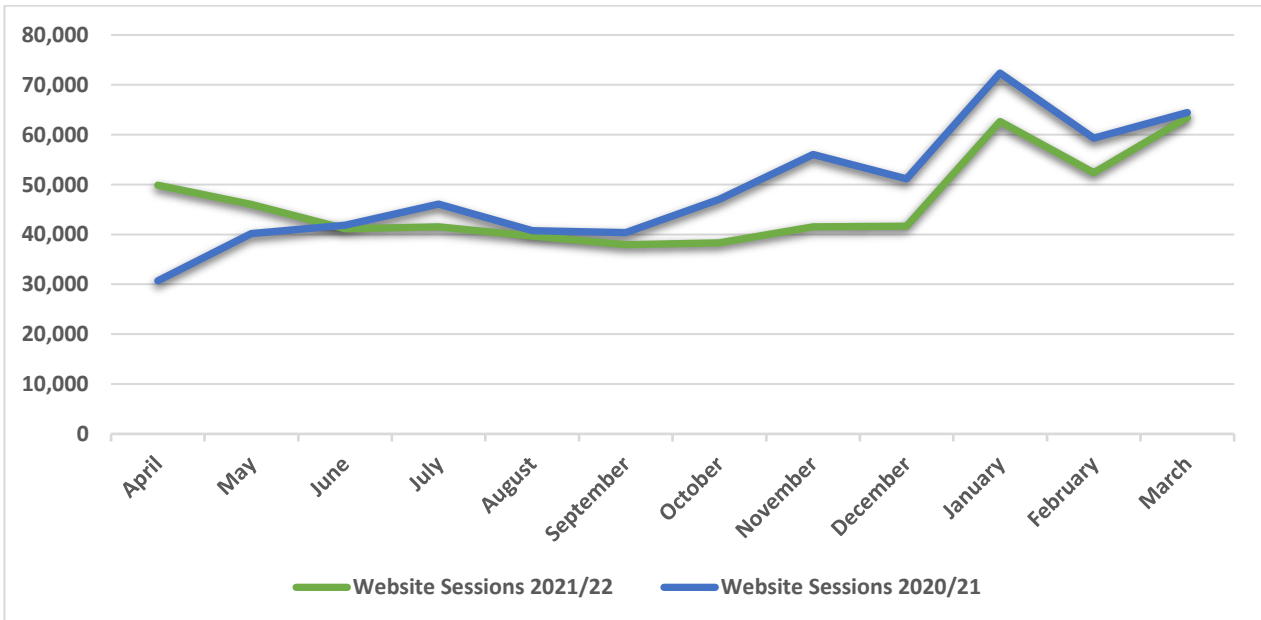


## West Lindsey District Council Website Usage

- 4.19 Via Google Analytics we are able to track users of the West Lindsey District Website where they have consented to cookies being enabled which monitors their activity.
- 4.20 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 but as with telephone contact, a dramatic increase during the peak of the Green Garden Waste subscription period in January 2022.



4.21 The graph below illustrates the number of website session per month. As with the number of website users, during 2021/22 there has been a decrease overall. Customers are becoming more confident in using the Council website to access our information and services and the information provided is becoming 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.

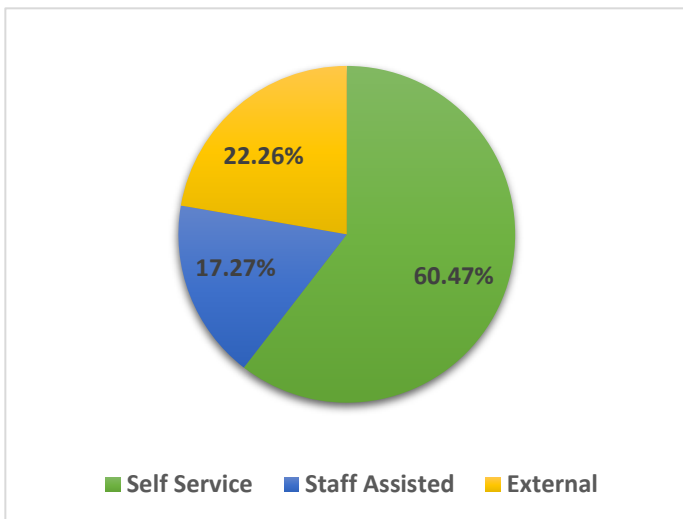




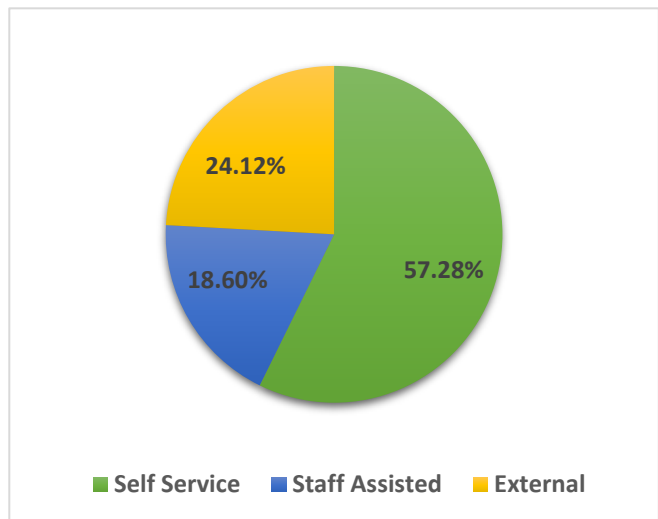
## Payment Methods

- 4.22 Various services across the council accept payments from customers. The methods in which customers make payments to the Council can be classified into three categories; Self-Serve, Staff Assisted Payments and External Payments.
- 4.23 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.
- 4.24 In the 2021/22 period the payments consisted of 60.47% Self-Serve Payments, this is a small increase compared to last year which is due to the implementation and more frequent use of the automated payment facility. 17.27% of payments were Staff-Assisted, this has decreased slightly compared to the previous period and involves customers paying over the telephone. The volume of External Payments has decreased compared to the previous period at 22.26%. The breakdown of payment methods is illustrated in the charts below.
- 4.25 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.

**Payment Methods 2021/22**



**Payment Methods 2020/21**



## 5.0 Conclusion

- 5.1 The 2021/22 period was a busy year for all West Lindsey District Council services, challenges continued due to the ongoing pandemic situation and the various lockdown restrictions that remained in place. Officers have continued to work in new ways and have continued to provide Council services with very little disruption.

Given the circumstances fluctuations in customer satisfaction were expected but despite this positive feedback received has increased. There was a particular increase during the Quarter 1 period when our revenues and benefits team worked effortlessly to administer additional hardship grants that were provided by Government via Lincolnshire County Council that that enabled the districts councils to award grants to anyone suffering financial vulnerability due to the pandemic.

The teams considered anyone who had already received either a discretionary housing payment (help with rent), Test and Trace or Winter Payment award or a Council Tax Discretionary Hardship Payment (help with council tax) and as a result were able to award an additional payment of £450 to all those eligible paying out £59,850 in total. Customers really appreciated the support and assistance that we were able to give them.

Overall the number of complaints received decreased compared to previous years and a smaller number of complaints were upheld, this is a positive outcome but despite this improvements have continued to be made across many different services.

The beginning of the 2020/21 was quieter compared to previous years in terms of overall customer contact and feedback but this increased at the beginning of 2022 in January, February and March due to the Green Garden Waste subscription period and when all residents in the West Lindsey area were sent letters regarding the new recycling service that was going to be implemented. These letters, sent in February 2022 led to an increase in calls to the council as well as comments and complaints.

Customer demand has fluctuated throughout the year with a higher number of calls being received compared to 2020/21, the number of calls received increased dramatically during April 2021 and March 2022. Telephone demand always increases during January, February and March during the Green Garden Waste Service sign up period. The number of calls received in March 2022 was also affected by the new recycling service implementation and the letters that were sent out to all residents. Demand during this time also increased due to more queries in regards to the Household Support Fund and the Council Tax Energy Rebate along with enquiries in regards to the Ukraine situation.

It is anticipated that customer feedback will increase as we enter into 2022/23 as the new recycling service is implemented and as residents get used to the changes being put in place.

Self-service online and telephone continue to be the preferred methods of contact with the Council with over 90% of customers choosing to interact with us in those ways. More online self-service methods are being utilised by customers which means that we need to ensure that the information on our website is accurate, informative and up to date.

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.

Work is also continuing on the T24 service redesign work, the data in this report will assist the redesign process. The service redesign work examines all elements of how each individual service operates from processes and procedures to how customers make contact with the service.

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 effort. 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 2021/22 compared to 2020/21 and 2019/20**

|                                         | <b>2021/22</b> | <b>2020/21</b> | <b>2019/20</b> |
|-----------------------------------------|----------------|----------------|----------------|
| <b>Customer Services</b>                | 212            | 168            | 145            |
| <b>Waste Services</b>                   | 177            | 145            | 81             |
| <b>Planning and Development</b>         | 163            | 126            | 159            |
| <b>Food, Health and Safety</b>          | 84             | 8              | 19             |
| <b>Street Cleansing</b>                 | 76             | 44             | 47             |
| <b>Revenues and Benefits (combined)</b> | 59             | 0              | 0              |
| <b>Licensing</b>                        | 53             | 6              | 11             |
| <b>Trees and Conservation</b>           | 48             | 46             | 12             |
| <b>Revenues (Council Tax)</b>           | 29             | 26             | 15             |
| <b>Home Choices</b>                     | 24             | 15             | 10             |
| <b>Arts and Leisure</b>                 | 22             | 7              | 17             |
| <b>Environmental Protection</b>         | 20             | 12             | 11             |
| <b>Benefits</b>                         | 18             | 14             | 11             |
| <b>Building Control</b>                 | 15             | 14             | 21             |
| <b>Customer Experience</b>              | 15             | 13             | 7              |
| <b>DFG's</b>                            | 12             | 9              | 2              |
| <b>Growth and Regeneration</b>          | 12             | 55             | 12             |
| <b>Communities</b>                      | 11             | 5              | 10             |
| <b>Member and Support Services</b>      | 10             | 3              | 36             |
| <b>System Development</b>               | 9              | 11             | 6              |
| <b>WLDC in general</b>                  | 9              | 6              | 1              |
| <b>Housing Enforcement</b>              | 7              | 3              | 3              |
| <b>Planning Enforcement</b>             | 7              | 9              | 6              |
| <b>Local Land Charges</b>               | 6              | 8              | 5              |
| <b>Property Services</b>                | 6              | 4              | 8              |
| <b>Electoral Services</b>               | 3              | 0              | 1              |
| <b>Cemetery</b>                         | 2              | 2              | 2              |
| <b>Community Safety</b>                 | 2              | 0              | 7              |
| <b>Communications Team</b>              | 1              | 7              | 0              |
| <b>Financial Creditors and Debtors</b>  | 1              | 2              | 1              |
| <b>Management Team</b>                  | 1              | 7              | 1              |

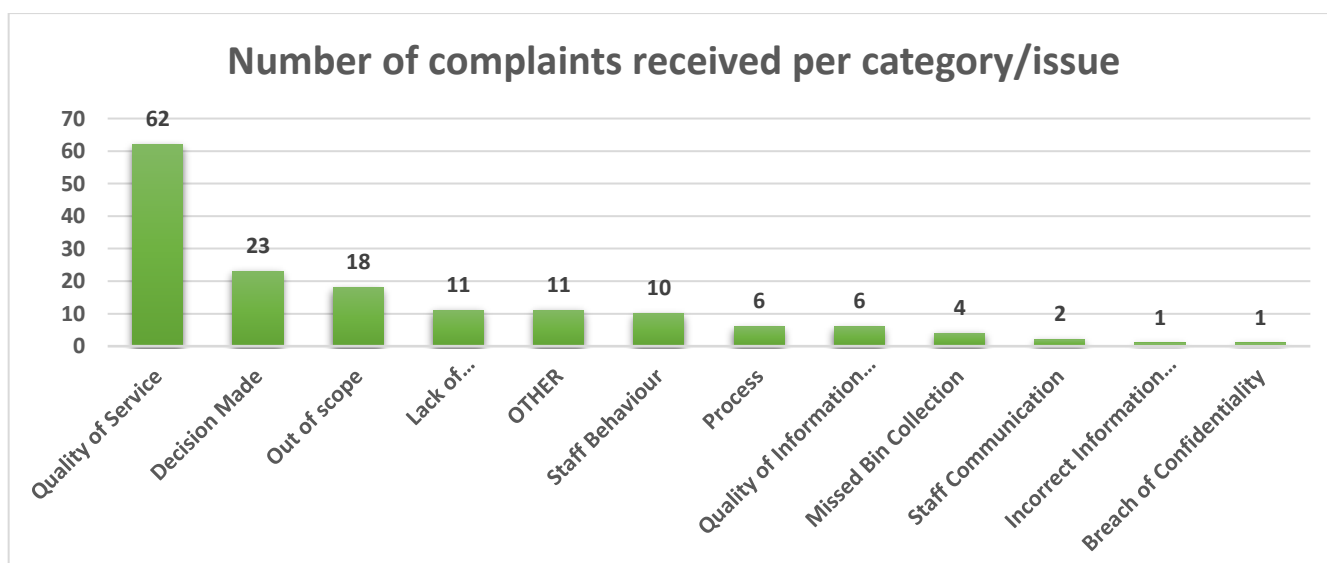
**Appendix B - Comments received per Service 2021/22 compared to  
2020/21 and 2019/20**

|                                 | <b>2021/22</b> | <b>2020/21</b> | <b>2019/20</b> |
|---------------------------------|----------------|----------------|----------------|
| <b>Waste Services</b>           | 96             | 26             | 33             |
| <b>System Development</b>       | 12             | 8              | 4              |
| <b>Food, Health and Safety</b>  | 7              | 1              | 0              |
| <b>Street Cleansing</b>         | 7              | 2              | 0              |
| <b>Community Safety</b>         | 5              | 1              | 0              |
| <b>Planning and Development</b> | 5              | 4              | 2              |
| <b>Customer Services</b>        | 4              | 5              | 2              |
| <b>Property Services</b>        | 4              | 2              | 2              |
| <b>Arts and Leisure</b>         | 3              | 1              | 14             |
| <b>Electoral Services</b>       | 2              | 0              | 0              |
| <b>Out of Scope</b>             | 2              | 8              | 3              |
| <b>Revenues (Council Tax)</b>   | 2              | 3              | 4              |
| <b>WLDC in general</b>          | 2              | 1              | 0              |
| <b>Communications Team</b>      | 1              | 0              | 0              |
| <b>Communities</b>              | 1              | 0              | 1              |
| <b>Environmental Protection</b> | 1              | 0              | 1              |
| <b>Growth and Regeneration</b>  | 1              | 0              | 2              |

## Appendix C - Complaints received per Service 2021/22 compared to 2020/21 and 2019/20

|                                    | 2021/22 | 2020/21 | 2019/20 |
|------------------------------------|---------|---------|---------|
| <b>Waste Services</b>              | 38      | 45      | 58      |
| <b>Planning and Development</b>    | 21      | 42      | 22      |
| <b>Out of Scope</b>                | 18      | 20      | 22      |
| <b>Planning Enforcement</b>        | 14      | 14      | 12      |
| <b>Revenues (Council Tax)</b>      | 14      | 9       | 6       |
| <b>Community Safety</b>            | 7       | 5       | 1       |
| <b>Home Choices</b>                | 7       | 2       | 4       |
| <b>Street Cleansing</b>            | 5       | 4       | 3       |
| <b>Benefits</b>                    | 4       | 3       | 5       |
| <b>Customer Services</b>           | 4       | 4       | 8       |
| <b>DFG's</b>                       | 4       | 3       | 0       |
| <b>Arts and Leisure</b>            | 3       | 1       | 19      |
| <b>Environmental Protection</b>    | 3       | 9       | 6       |
| <b>Food, Health and Safety</b>     | 2       | 2       | 0       |
| <b>Housing Enforcement</b>         | 2       | 2       | 10      |
| <b>Local Land Charges</b>          | 2       | 0       | 0       |
| <b>Property Services</b>           | 2       | 2       | 3       |
| <b>Communications Team</b>         | 1       | 0       | 1       |
| <b>Electoral Services</b>          | 1       | 0       | 0       |
| <b>Management Team</b>             | 1       | 0       | 0       |
| <b>Member and Support Services</b> | 1       | 2       | 0       |
| <b>System Development</b>          | 1       | 2       | 0       |
| <b>WLDC in general</b>             | 1       | 2       | 0       |

## Appendix C Continued - Complaint Categories (topics/reasons) 2021/22



## Appendix D – Upheld Complaints per Service 2021/22

|                                    | Number of complaints received | Number of Partially upheld complaints | Number of Fully upheld complaints | Number of complaints where some fault was identified | Upheld complaint % by service |
|------------------------------------|-------------------------------|---------------------------------------|-----------------------------------|------------------------------------------------------|-------------------------------|
| <b>Waste Services</b>              | 38                            | 2                                     | 17                                | 19                                                   | 50.00%                        |
| <b>Planning and Development</b>    | 21                            | 1                                     | 3                                 | 4                                                    | 19.05%                        |
| <b>Planning Enforcement</b>        | 14                            | 3                                     | 2                                 | 5                                                    | 35.71%                        |
| <b>Revenues (Council Tax)</b>      | 14                            | 0                                     | 4                                 | 4                                                    | 28.57%                        |
| <b>Community Safety</b>            | 7                             | 0                                     | 3                                 | 3                                                    | 42.86%                        |
| <b>Home Choices</b>                | 7                             | 1                                     | 1                                 | 2                                                    | 28.57%                        |
| <b>Street Cleansing</b>            | 5                             | 0                                     | 1                                 | 1                                                    | 20.00%                        |
| <b>Benefits</b>                    | 4                             | 0                                     | 0                                 | 0                                                    | 0.00%                         |
| <b>Customer Services</b>           | 4                             | 0                                     | 2                                 | 2                                                    | 50.00%                        |
| <b>DFG's</b>                       | 4                             | 2                                     | 0                                 | 2                                                    | 50.00%                        |
| <b>Arts and Leisure</b>            | 3                             | 1                                     | 0                                 | 1                                                    | 33.33%                        |
| <b>Environmental Protection</b>    | 3                             | 1                                     | 1                                 | 2                                                    | 66.67%                        |
| <b>Food, Health and Safety</b>     | 2                             | 0                                     | 0                                 | 0                                                    | 0.00%                         |
| <b>Housing Enforcement</b>         | 2                             | 0                                     | 0                                 | 0                                                    | 0.00%                         |
| <b>Local Land Charges</b>          | 2                             | 0                                     | 0                                 | 0                                                    | 0.00%                         |
| <b>Property Services</b>           | 2                             | 0                                     | 0                                 | 0                                                    | 0.00%                         |
| <b>Communications Team</b>         | 1                             | 0                                     | 0                                 | 0                                                    | 0.00%                         |
| <b>Electoral Services</b>          | 1                             | 0                                     | 0                                 | 0                                                    | 0.00%                         |
| <b>Management Team</b>             | 1                             | 0                                     | 0                                 | 0                                                    | 0.00%                         |
| <b>Member and Support Services</b> | 1                             | 0                                     | 0                                 | 0                                                    | 0.00%                         |
| <b>System Development</b>          | 1                             | 0                                     | 0                                 | 0                                                    | 0.00%                         |
| <b>WLDC in general</b>             | 1                             | 0                                     | 1                                 | 1                                                    | 100.00%                       |

**Appendix E – Complaints referred to the LGSCO by service  
2021/22**

| <b>Service</b>                  | <b>Number of complaints referred to the LGSCO</b> | <b>Status or Decision Made</b>                               |
|---------------------------------|---------------------------------------------------|--------------------------------------------------------------|
| <b>Planning and Development</b> | 5                                                 | 3 x complaints investigated - No Fault identified/Not Upheld |
|                                 |                                                   | The LGSCO decided not to investigate 2 x complaints          |
| <b>Planning Enforcement</b>     | 3                                                 | 3 x complaints investigated                                  |
|                                 |                                                   | 1 x complaint Upheld<br>2 x complaints Not Upheld            |
| <b>Community Safety</b>         | 1                                                 | This complaint was investigated and Upheld                   |
| <b>Benefits and Tax</b>         | 1                                                 | The LGSCO decided not to investigate                         |



## Governance and Audit Workplan as at 11 July 2022

### Purpose:

This report provides details of reports scheduled for committee for the 2018/19 and 2019/20 electoral cycles.

### Recommendation:

1. That members note the report.

| Date                   | Title                                       | Lead Officer                                                     | Purpose of the report                                                                                                                                   |
|------------------------|---------------------------------------------|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>19 JULY 2022</b>    |                                             |                                                                  |                                                                                                                                                         |
| 19 Jul 2022            | Unaudited Statement of Accounts 2021/22     | Emma Foy, Director of Corporate Services and Section 151 Officer | Unaudited Statement of Accounts 2021-22                                                                                                                 |
| 19 Jul 2022            | Draft Annual Governance Statement 2021-22   | Emma Redwood, Assistant Director People and Democratic Services  | To present the draft AGS for 2021-22                                                                                                                    |
| 19 Jul 2022            | Internal Audit Annual Report 2021/2022      | Alastair Simson, Principal Auditor, Lincolnshire County Council  | To present the annual report.                                                                                                                           |
| 19 Jul 2022            | Annual Voice of the Customer Report 2021/22 | Natalie Kostiuk, Customer Experience Officer                     | To summarise customer feedback from the year 2021/22 and analyse customer contact and demand data to provide a clear view of the voice of the customer. |
| <b>11 OCTOBER 2022</b> |                                             |                                                                  |                                                                                                                                                         |
| 11 Oct 2022            | Member Development Annual Report 2021/2022  | Ele Snow, Senior Democratic and Civic Officer                    | To review Member Development for the previous Civic Year and to agree relevant actions for the current Civic Year                                       |
| 11 Oct 2022            | Review of Strategic Risks                   | Emma Redwood, Assistant Director People and Democratic Services  | Biannual review of Strategic Risks                                                                                                                      |
| 11 Oct 2022            | Internal Audit Quarter 2 Report 2022/23     | Alastair Simson, Principal                                       | To present the Quarter 2 Internal Audit Report.s                                                                                                        |

Auditor, Lincolnshire  
County Council

|             |                                                                                        |                                              |                                                                                                                                                                                                                                                              |
|-------------|----------------------------------------------------------------------------------------|----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 11 Oct 2022 | Local Government and Social Care Ombudsman (LGSCO) Annual Review Letter Report 2021/22 | Natalie Kostiuk, Customer Experience Officer | Report on the Local Government and Social Care Ombudsman (LGSCO) Annual Review letter 2021/22 covering complaints referred to them between April 2021 and March 2022. Examining upheld complaints, learning actions and benchmarking with other authorities. |
|-------------|----------------------------------------------------------------------------------------|----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**29 NOVEMBER 2022**

|             |                                   |                                                                 |                                            |
|-------------|-----------------------------------|-----------------------------------------------------------------|--------------------------------------------|
| 29 Nov 2022 | Review of Whistleblowing Activity | Emma Redwood, Assistant Director People and Democratic Services | To present data on Whistleblowing Activity |
|-------------|-----------------------------------|-----------------------------------------------------------------|--------------------------------------------|

**10 JANUARY 2023**

|             |                                         |                                                                 |                                                 |
|-------------|-----------------------------------------|-----------------------------------------------------------------|-------------------------------------------------|
| 10 Jan 2023 | Internal Audit Quarter 3 Report 2022/23 | Alastair Simson, Principal Auditor, Lincolnshire County Council | To present the Quarter 3 Internal Audit Report. |
|-------------|-----------------------------------------|-----------------------------------------------------------------|-------------------------------------------------|

**24 MARCH 2023**

|             |                                          |                                                                 |                                                                                     |
|-------------|------------------------------------------|-----------------------------------------------------------------|-------------------------------------------------------------------------------------|
| 24 Mar 2023 | Internal Audit Draft Annual Plan 2023/24 | Alastair Simson, Principal Auditor, Lincolnshire County Council | To present the Draft Annual Plan for Internal Audit for the 2023/24 committee year. |
|-------------|------------------------------------------|-----------------------------------------------------------------|-------------------------------------------------------------------------------------|

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| 14 Mar 2023 | Combined Assurance Report 2022/23 | Alastair Simson, Principal Auditor, Lincolnshire County Council | To present the Report from the Combined Assurance aspect for 2022/23 |
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**18 APRIL 2023**

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| 18 Apr 2023 | Internal Audit Quarter 4 Report 2022/23 | Alastair Simson, Principal Auditor, Lincolnshire County Council | To present the Quarter 4 report from Internal Audit. |
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| 18 Apr 2023 | Annual Constitution Review & Monitoring Officer Report | Emma Redwood, Assistant Director People and Democratic Services | To review the Constitution and provide the MO annual report |
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