

Borough Council of
**King's Lynn &
West Norfolk**



Audit Committee

Agenda

Monday, 26th September, 2022
at 4.30 pm

in the

Council Chamber
Town Hall
Saturday Market Place
King's Lynn

Available to view on:

<https://www.youtube.com/user/WestNorfolkBC>

King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX
Telephone: 01553 616200

15 September 2022

Dear Member

Audit Committee

You are invited to attend a meeting of the above-mentioned Committee which will be held on **Monday, 26th September, 2022 at 4.30 pm** in the **Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. Apologies

2. Minutes - TO FOLLOW

To approve the minutes from the Audit Committee on 7 September 2022.

3. Declarations of Interest

Please indicate if there are any interests which should be declared. A declaration of an interest should indicate the nature of the interest (if not already declared on the Register of Interests) and the agenda item to which it relates. If a disclosable pecuniary interest is declared, the Member should withdraw from the room whilst the matter is discussed.

These declarations apply to all Members present, whether the Member is part of the meeting, attending to speak as a local Member on any item or simply observing the meeting from the public seating area.

4. Urgent Business Under Standing Order 7

To consider any business which, by reason of special circumstances, the Chairman proposed to accept as urgent under Section 100(b)(4)(b) of the Local Government Act 1972.

5. **Members Present Pursuant to Standing Order 34**

Members wishing to speak pursuant to Standing Order 34 should inform the Chair of their intention to do so and on what items they wish to be heard before a discussion on that item is taken.

6. **Chair's Correspondence (if any)**

7. **Draft Statement of Accounts for 2020/2021** (Pages 5 - 136)

8. **Draft Annual Governance Statement 2020/2021** (Pages 137 - 192)

9. **Business Continuity Annual Update** (Pages 193 - 197)

10. **Audit Committee Terms of Reference** (Pages 198 - 201)

11. **Risk Management Maturity Assessment** (Pages 202 - 213)

12. **Update on Audit Progress and Timetable - Verbal Report**

13. **Cabinet Forward Decisions List** (Pages 214 - 218)

14. **Committee Work Programme** (Pages 219 - 224)

To note the Committee's Work Programme

15. **Date of Next Meeting**

To note that the date of the next meeting of the Audit Committee will take place on 21 November 2022 at 4.30 pm in the Council Chamber, Town Hall, King's Lynn.

To:

Audit Committee: Mrs J Collingham, I Devereux (Chair), P Gidney, J Lowe, C Manning, C Morley, J Rust, A Ryves and M Storey

Portfolio Holders:

Councillor S Dark - Leader

Councillor Mrs A Dickinson - Finance

Officers:

Alexa Baker, Monitoring Officer

Michelle Drewery – Assistant Director/Management Team Representative

Ged Greaves Corporate Performance Manager

Faye Haywood, Internal Audit Manager

Carl Holland, Financial Services Manager

Dave Robson, Environmental Health Manager



DRAFT STATEMENT OF ACCOUNTS

2020-2021



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Statement of Responsibilities

The Borough Council's Responsibilities

The Council is required to:-

- Make arrangements for the proper administration of its financial affairs and to ensure that one of its officers has the responsibility for the administration of those affairs. In this Council that officer is the Assistant Director of Financial Services (S151 Officer), Michelle Drewery;
- Manage its affairs to secure economic, efficient and effective use of resources and to safeguard its assets;
- Approve the Statement of Accounts.

Certification

I confirm that this Statement of Accounts was approved by Audit Committee at the meeting held on (tbc).

The certification of the DRAFT Statement of Accounts is pending final audit sign off and approval by the Audit Committee

Signed on behalf of the Borough Council of King's Lynn and West Norfolk

Chair of Audit Committee of the Borough Council of King's Lynn and West Norfolk as Chair of the Meeting

(tbc)

Michelle Drewery
Assistant Director – Resources (S151 Officer)
(Date tbc)

Statement of Responsibilities

Chief Finance Officer's Responsibilities

The Assistant Director of Financial Services (S151 Officer) is responsible for the preparation of the Council's Statement of Accounts which, in terms of the Chartered Institute of Public Finance and Accountancy (CIPFA) 'Code of Practice on Local Council Accounting in the United Kingdom' (the Code), is required to present the true and fair financial position of the Council and its income and expenditure for the year ended 31 March 2021.

In preparing the Statement of Accounts, the Assistant Director of Financial Services (S151 Officer) has:-

- Selected suitable accounting policies and then applied them consistently;
- Made judgements and estimates that were reasonable and prudent;
- Complied with the Code of Practice.

The Assistant Director of Financial Services (S151 Officer) has also:-

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

In accordance with the Accounts and Audit (England) Regulations 2015, I certify that Draft Statement of Accounts presents a true and fair view of the financial position of the Borough Council of King's Lynn and West Norfolk as at 31 March 2021, and its income and expenditure for the year then ended.



Michelle Drewery
Assistant Director - Resources (S151 Officer)
(5th November 2021)

1 Introduction

The Code of Practice on Local Council Accounting in the United Kingdom (the Code) specifies the principles and practices of accounting required to give a 'true and fair' view of the financial position and transactions of the council.

The Code sets out the proper accounting practices required by section 21(2) of the Local Government Act 2003. These proper practices apply to:

- Statement of Accounts prepared in accordance with the statutory framework established for England by the Accounts and Audit (England) Regulations 2015.
- The audit of those accounts undertaken in accordance with the statutory framework established by section 4 of the Local Audit and Accountability Act 2014.

The Code prescribes the accounting treatment and disclosures for all normal transactions of a local Council, and is based on the following hierarchy of standards:

- International Financial Reporting Standards (IFRSs) (including International Accounting Standards (IASs) and International Financial Reporting Interpretations Committee (IFRIC) and Standing Interpretations Committee (SIC) interpretations) as adopted by the European Union (i.e. EU-adopted IFRS).
- International Public Sector Accounting Standards (IPSASs)
- UK Generally Accepted Accounting Practice (GAAP) (Financial Reporting Standards (FRSs), Statements of Standard Accounting Practice (SSAPs) and Urgent Issues Task Force (UITF) Abstracts).

There are no material changes to the code that have impacted on this council for 2020/2021.

The Statement of Accounts consists of summaries which deal with different aspects of the Council's activities and a Consolidated Balance Sheet which sets out the financial position of the Council as at 31 March 2021. Of the summaries some are recognised as Core Financial Statements, detailed below:

- Movement in Reserves Statement
- Comprehensive Income and Expenditure Statement (CIES)
- Balance Sheet
- Cash Flow Statement
- Collection Fund

All of the above are supported by the Accounting Policies and various notes to the accounts.

Narrative Statement

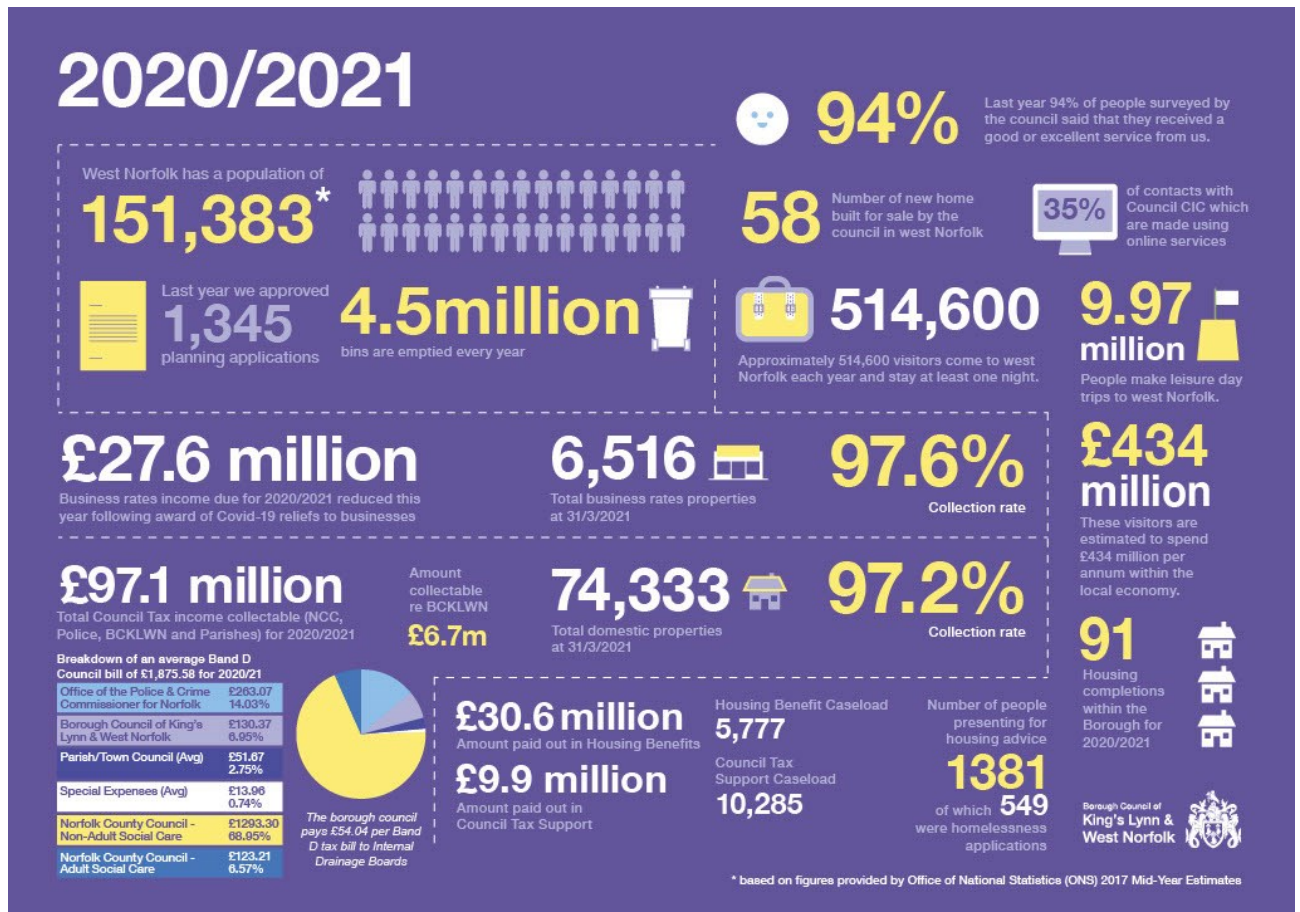
2 Introduction to West Norfolk

West Norfolk covers an area of about 550 square miles from Brancaster on the Northern Coast to beyond Downham Market in the South.



Our main office is based in King's Lynn, with other offices, facilities and attractions in King's Lynn, Hunstanton and Downham Market.

West Norfolk provides a beautiful environment in which to live and work. King's Lynn, a medieval town and port, is an outstanding conservation area. It offers a wide range of culture and leisure facilities including a theatre, concert hall and arts centre, and sports facilities. The surrounding countryside is attractive and the coastline is an "Area of Outstanding Natural Beauty". Sandringham Estate, the Queen's Norfolk home, is approximately mid-way between King's Lynn and Hunstanton. Together with other large estates, such as Holkham, the area is a major tourist attraction.



Local Economy

As at 31 March 2021 the borough is home to 6,516 business properties.

The most significant sectors of the local economy are manufacturing and engineering (predominantly clustered on the industrial estates in King's Lynn but also with significant footprint in other parts of the borough) and tourism (which has a more rural focus).

King's Lynn is home to a significant cluster of world-leading manufacturing businesses. They include a number with their global headquarters, research and development and manufacturing facilities based here. Many are exporters. These businesses include manufacturers of medical devices and drug delivery technologies, commercial refrigeration, materials handling systems, electronic control systems and robotics, and precision engineering, as well as specialist chemicals, coatings and microporous membranes, technical ceramics and specialist agricultural chemicals. Food manufacturing is also important with a number of major food companies based in the borough, together with a range of agricultural and horticultural businesses. As well as providing direct employment, the manufacturing sector also supports a very significant local supply chain of smaller manufacturers, engineering and fabrication businesses, logistics providers and suppliers of other services.

It is estimated that the total number of visitors to west Norfolk comprises approximately 514,600 visitors staying at least one night and around 9.97 million people making leisure day trips. These visitors are estimated to spend nearly £433.7 million per annum within the local economy. When the value of indirect spending (purchases of supplies and services by businesses in receipt of visitor

Narrative Statement

spending) and induced spending (spending by those employed in businesses in receipt of visitor spending) are taken into account the overall value of the visitor economy is estimated to be £577 million annually. This in turn is estimated to support 11,286 jobs (8,382 full time equivalent jobs) which is estimated to represent around 19.5% of all employment in the local economy (figures taken from The Economic Impact of Tourism – 2019 results, produced by Destination Research).

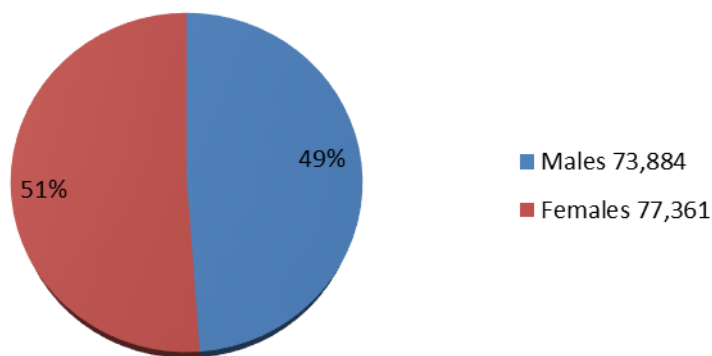
The COVID-19 outbreak and consequent 'lockdown' of parts of society and the economy had an immediate negative impact on our local economy broadly in line with the effects felt throughout the country as a whole. The subsequent relaxation of restrictions allowed all business sectors to start to recover but of course the situation remains patchy at both a sector and individual business level, depending on particular circumstances. The full effect will take some months to work through and will depend on how well businesses manage to respond to their new circumstances and opportunities, and of course whether there are further restrictions as a result of subsequent outbreaks of the virus. On a positive note, it is clear that many businesses have proved remarkably resilient and have found opportunities for diversification and growth even in this difficult time.

The picture is likely to remain fluid and uncertain for some time. The borough council is working closely with partners including New Anglia LEP, other local authorities, and partners in both the public and private sectors to support businesses and individuals in the borough in the immediate aftermath of this crisis and this work will be a continuing feature going forward.

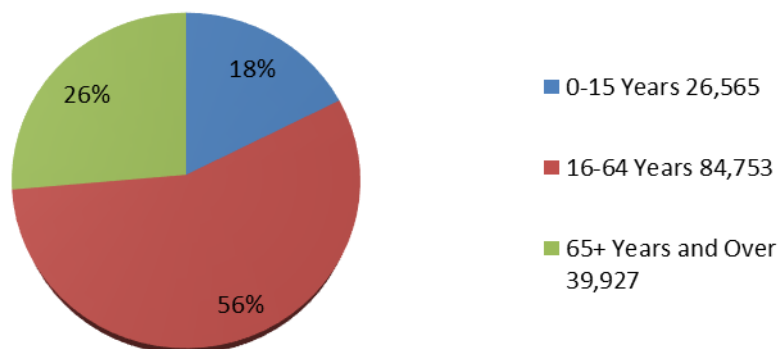
Population

The population of West Norfolk was estimated at 151,245 (Office of National Statistics (ONS) 2020).

Population by Gender



Age Profile of Population



According to the 2019 Indices of Deprivation West Norfolk households rank 79th (lower number indicates higher deprivation) out of 317 local authorities for overall deprivation – for Education, Skills and Training West Norfolk ranks 17th and for Health and Disability West Norfolk ranks 63rd.

According to Index of Multiple Deprivation (IMD) 2019:

- 15% of children in West Norfolk live in low income families
- 12% of households are experiencing fuel poverty
- There is 1 homeless and in priority need per 1,000 households (2017-18)

3 The Borough Council

The Borough Council, along with various partner organisations, provide a range of different services for West Norfolk residents and visitors including:

- Street cleansing, waste collection and recycling services
- Planning
- Regeneration and economic development services
- Licensing and environmental health
- Housing including homelessness prevention, home improvement agency and emergency alarm monitoring
- Parks and open spaces
- Cultural, tourism and leisure services
- Processing housing and council tax benefits
- Electoral services

Narrative Statement

The Borough Council elections were held on 2 May 2019 and 55 councillors were elected to represent the people of West Norfolk. The total number of councillors has reduced following a review of electoral wards undertaken during 2017 and approved by the Local Government Boundary Commission.

As at 31 March 2021 the political make-up of the Council was as follows:

- Conservative Group – 29 Councillors
- Independent Group – 16 Councillors
- Labour – 9 Councillors
- Independent – 1 Councillor

Councillor Stuart Dark was appointed as Leader of the Council on 20th May 2021. This position was previously held by Councillor Brian Long.

The Council operates a 'leader and cabinet' structure. The Cabinet is made up of the Leader, Deputy Leader and Portfolio Holders. Each Portfolio Holder has specific responsibilities over an area of the Council's activities as at 31 March 2021 as detailed below:

- Leader of the Council
- Deputy leader and Portfolio Holder for Culture, Heritage and Health
- Portfolio Holder for Project Delivery
- Portfolio Holder for Development
- Portfolio Holder for Environment Service and Public Protection
- Portfolio Holder for Housing
- Portfolio Holder for Climate Change and Commercial Services
- Portfolio Holder for Business Development

These responsibilities have been revised following the appointment of Councillor Stuart Dark as Leader of the Council on 20 May 2021 as detailed below:

- Leader of the Council
- Deputy Leader and Portfolio Holder for Culture and Heritage
- Portfolio Holder for Corporate Services
- Portfolio Holder for Development and Regeneration
- Portfolio Holder for Environment
- Portfolio Holder for Finance
- Portfolio Holder for People and Communities
- Portfolio Holder for Property

The Cabinet makes recommendations to the Council on the policy and budget framework. It also carries out all the executive functions of the Council which are not reserved to the full Council, exercised by another committee or delegated to an officer.

Narrative Statement

Further details on how the Council is run and how decisions are taken can be found on the Council's website on the home page under the heading "Council and Democracy."

Our People

The organisational structure of the Council is headed by the Corporate Management Team which consists of the Chief Executive and two Executive Directors. There are a total of nine Assistant Directors reporting into the Corporate Management Team.

EXTENDED MANAGEMENT TEAM May 2021

Chief Executive Lorraine Gore

Executive Director **Debbie Gates**

Becky Box
Assistant Director
Central Services

- Personnel
- Corporate Policy
- Communications
- Customer Information Centre
- Democratic Services (including elections and civics)

Management Team representative for Corporate Performance Panel

John Greenhalgh
Assistant Director
Community and Partnerships

- Key Partnerships including West Norfolk Partnership
- Community Safety
- Neighbourhood Nuisance
- Housing Standards
- Housing Options
- Housing Allocations
- Care and Repair Agency
- Careline Community Service
- Financial Assistance/ West Norfolk Wins

Management Team representative for KLACC

Neil Gromett
Managing Director
Alive West Norfolk

- Operation of Leisure/ Arts facilities
- Community Centres and Sports Pavilions
- Leisure/ Sports Development
- Operations

Michelle Drewery
Assistant Director
Resources (S151 Officer)

- Financial Services
- Revenues and Benefits
- Internal Audit Service
- ICT

Management Team representative for Audit Committee

Duncan Hall
Assistant Director
Regeneration, Housing and Place

- Strategic Housing
- Strategic Regeneration and Economic Development
- Business Development
- LEP Liaison
- Tourism and Place Marketing
- Culture
- Heritage Buildings
- Heritage Action Zone
- Future High Streets and Towns Funds
- Funding Bids
- Coordination of Green Issues

Management Team representative for Regeneration and Development Panel

Matthew Henry
Assistant Director
Property and Projects

- Property Services
- Office Accommodation
- Major Projects (including delivery of Regeneration Projects)
- Major Projects Officer Board

Management Team representative for Major Projects Member Board

Executive Director **Geoff Hall**

Stuart Ashworth
Assistant Director
Environment and Planning

- Planning Control
- Planning Enforcement
- Planning Policy and Strategic Housing Delivery
- Food Safety
- Health and Safety
- Licensing
- Environmental Management
- Flood and Water Management
- Emergency Planning
- Planning Technical Support

Management Team representative for Planning Committee

Martin Chisholm
Assistant Director
Operations and Commercial

- Car Parking
- Town Centre/Markets
- CCTV
- Crematorium
- Resort Services
- Events
- Refuse and Recycling
- Public Open Space (Streets and Grounds)

Management Team representative for Environment and Community Panel

David Ousby
Assistant Director
Programme and Project Delivery

- Major Housing Project
- Major Contracts Advice
- Procurement Team
- West Norfolk Property Ltd
- West Norfolk Housing Ltd

Management Team representative for West Norfolk Housing and West Norfolk Property

Honor Howell

Assistant to the Chief Executive

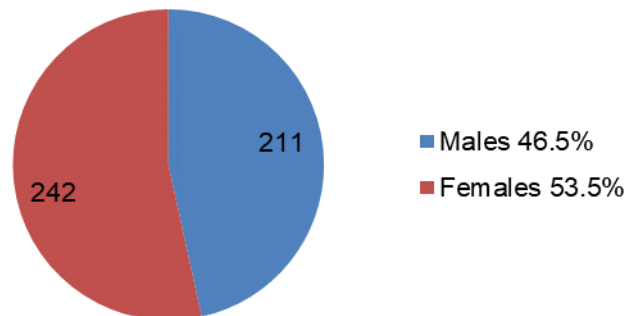
- Corporate Business Plan
- Performance and Efficiency (including Performance Indicators)
- Annual Governance Statement
- Corporate Complaints

Client for the wholly owned council companies and for the legal service

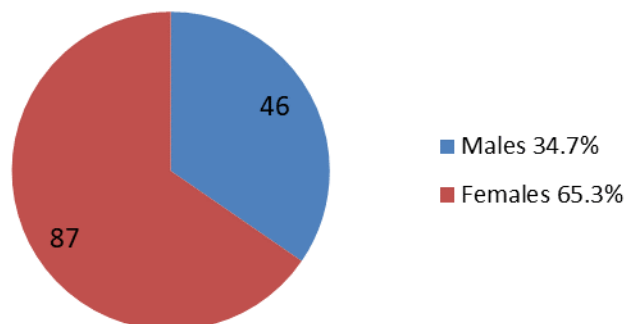
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Narrative Statement

The Council's permanent establishment is currently 479 posts of which 352 are full time and 217 are part time, giving an establishment FTE of 446.71. As at 31st March 2021 the headcount (ie number of people in post) is 453.



In addition, the Council's wholly owned local Council leisure company, Alive West Norfolk Ltd had a permanent establishment of 141 of which 79 are full time and 62 are part time, giving an establishment FTE of 111.18. As at 31st March 2021 the headcount (ie number of people in post) is 133.



4 The Council's Performance

Following local elections in May 2019, the Council reviewed its corporate business plan and agreed a new framework in January 2020. The new plan extends to 2024. The plan includes 6 priorities supported by 19 objectives.

Progress towards achieving the priorities outlined in the former plan was monitored through a Corporate Business Plan Monitoring report and considered by the Corporate Performance Panel.

Narrative Statement

The final update on the corporate business plan ending in 2019/20 was provided to Corporate Performance Panel on 21 July 2021.

The Covid 19 pandemic has refocused the Council's priorities towards a recovery strategy agreed by Cabinet on 30 June 2020. Detailed directorate and service plans were finalised during Autumn 2020. Progress is reported to the Corporate Performance Panel.

The plan is summarised on the next page.

Narrative Statement

Our Priorities, summarised:

Focusing on delivery	Delivering growth in the economy and with local housing	Protecting and enhancing the environment including tackling climate change	Improving social mobility and inclusion	Creating and maintaining good quality places that make a positive difference to people's lives	Helping to improve the health and wellbeing of our communities
1. Delivery of value for money services	4. Promote the borough as a vibrant place in which to live, to do business and as a leading visitor and cultural destination	8. Develop and implement the council's carbon reduction strategy and encourage our partners, communities and local businesses to reduce their environmental impact	13. Continue to assist our residents to maximise their opportunities by accessing the support and services they are entitled to	16. Protect, promote and enhance the borough's natural and built environment	18. Provide early help support to communities and individuals who are vulnerable
2. Enhancing governance	5. Develop and facilitate the range and quality of business premises available	9. Encourage sustainable living through our local plan and development policies	14. Prevent homelessness, meet housing needs, improve housing conditions and ensure homes are accessible	17. Maintain accessible, clean, pleasant and safe public places and communities	19. Support our local communities to be healthy and more active
3. Ensuring the council's financial sustainability	6. Promote, lobby and support infrastructure improvements across the district	10. Work with partners and the community to improve our natural environment	15. Work with partners to improve education attainment levels and the skills of local people		
	7. Increase the supply of suitable housing in appropriate locations	11. Improve recycling levels			
		12. Support measures that protect our communities from flooding			

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Narrative Statement

5 Annual Governance Statement

The Annual Governance Statement provides a review of the effectiveness of the Council's governance framework, internal control and risk management arrangements.

6 Financial Performance – Revenue

The Council set a revised budget in its February 2021 Monitoring of £16,338,760 and a transfer of £1,257,540 from its General Fund balance, to give a Budget Requirement of £17,596,300.

The outturn position for the year shows expenditure of £17,414,029 supported by a transfer of £1,386,529 from the General Fund Balance thereby meeting the Budget Requirement of £16,330,894. The budget approved by Council in February 2020 included a contribution of £3,570,000 towards the upfront pension fund cost where the council would have benefitted from some savings over the 3-year term. However, due to the financial uncertainty of the Covid pandemic on the council's finances, it was decided to revert to annual pension payments. The movement of the General Fund balance is detailed below. The outturn position is incorporated within the Comprehensive Income and Expenditure Statement, surplus on provision of services.

	Original Budget 2020/21	Revised Budget February 2020/21	Actual Outturn 2020/21
	£'000	£'000	£'000
Balance brought forward	(10,082)	(10,082)	(10,082)
Expenditure in the year	22,169	17,596	17,414
Budget Requirement	18,249	16,339	16,331
Contribution (to)/from Balances for Pension	3,570		
(Surplus)/ deficit for year	350	1,257	1,083
Balance carried forward	(6,162)	(8,825)	(8,999)
Adjustments required after reporting the outturn to Cabinet			304
Balance carried forward			(8,695)

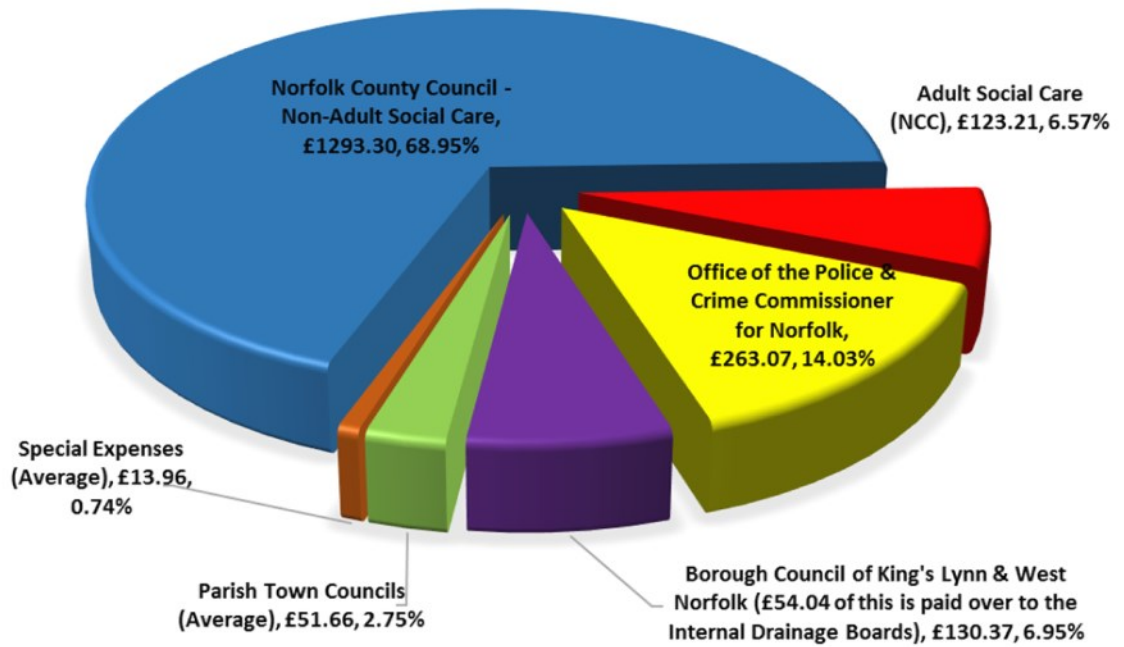
The revenue outturn for 2020/21 is detailed below. The Revenue Outturn was reported to Cabinet on 21 September 2021.

Narrative Statement

Revenue Outturn	Revised Estimate	Actual Outturn	(Surplus) / Deficit
	2020/21	2020/21	2020/21
	£	£	£
Service Areas			
Central Services	2,574,130	2,492,388	(81,742)
Community and Partnerships	1,138,630	1,467,021	328,391
Environment and Planning	1,550,500	1,222,048	(328,452)
Operations and Commercial	1,662,360	215,180	(1,447,180)
Programme and Projects Delivery	252,090	283,906	31,816
Property and Projects	(1,400,220)	(1,451,864)	(51,644)
Regeneration Housing & Place	665,680	397,038	(268,642)
Resources	6,036,790	6,172,551	135,761
Chief Executive	303,350	275,207	(28,143)
Culture and Leisure	1,588,610	1,436,066	(152,544)
Service Area Totals	14,371,920	12,509,541	(1,862,379)
Financing Adjustment	384,250	373,976	(10,274)
Internal Drainage Boards	2,819,160	2,819,158	(2)
Council Tax Support to Parishes	20,970	21,111	141
Subtotal	17,596,300	15,723,786	(1,872,514)
Reimbursement of lump sum Pension Payment	0	0	0
Pension Payment due 2020/2021	0	0	0
Contribution to/(from) Balances for Pension	0	0	0
Additional transfers to Reserves	0	1,690,243	1,690,243
Contribution to / (from) Balances	(1,257,540)	(1,083,135)	174,405
Borough spend for 2020/2021	16,338,760	16,330,894	(7,866)

The Borough Council element of the full council tax bill in 2020/2021 for a Band D property is £130.37 out of a total of £1,875.58 charged per property (excluding the average parish and special expenses charge). The following graph shows the separate elements of the bill and it is clear that of a Band D charge in 2020/2021 the Borough Council's charge forms a very small part of the bill (6.95%) collected from every council taxpayer.

BREAKDOWN OF AN AVERAGE BAND D COUNCIL TAX BILL OF £1875.58 FOR 2020/2021



Narrative Statement

Our Key achievements during 2020/2021 include:

Our programme of work for 2020/21 was overshadowed by the worldwide Coronavirus pandemic. This authority played a vital role in communicating information to those living, working and trading in West Norfolk. It was also pivotal in allocating over £70m of government funding to local businesses, providing support and assistance to the most vulnerable in our communities and those needing to isolate including publicity of the vaccination programme.



We provided venues for mass vaccination centres and ensuring that businesses had the help they needed to trade safely. In addition, we supported our NHS colleagues with activities for their children to enable them to continue to work at a crucial time.



We continued to provide our weekly waste collections throughout the pandemic, and signed a new, more environmentally friendly, waste contract to start from 2021.



Narrative Statement



The new Alive Cinema at the Corn Exchange opened in September 2020. The King's Lynn Corn Exchange also opened as the second large-scale vaccination centre in Norfolk.



We enabled people to mark VE and VJ, and Remembrance Sunday by creating online events and activities.

The pontoons in King's Lynn were extended as part of our Sail the Wash project. Works commenced in August 2020 and were completed during 2020/21. Sail the Wash, which received Coastal Communities funding of £679,000 in March 2019, is designed to enhance existing and create more opportunities for leisure craft wanting to visit The Wash area and surrounding waterways. The project is being led by the Borough Council of King's Lynn & West Norfolk, in partnership with Fenland District Council and Lincolnshire County Council.



Narrative Statement



The council secured £750k from the Government's Town Deal Accelerated Fund, enabling work to begin on the School of Nursing (£597k) of which £562k was spent in 2020/21 on orders for specialist equipment. A further £153k of the additional Town Deal Accelerated Fund has been committed to a public realm project on the high street.



Lynnsport 3, known as Cowper Place, a 54 home development comprised of 2 and 3 bedroom houses is now fully complete with all properties either sold or rented through West Norfolk Property Ltd. Lynnsport 4 and 5 a 89 home development comprising 2, 3 and 4 bedroom houses also completed during 2020/21. Sales from 53 houses across all sites sold for a total of £10.4m in 2020/21, including land sales of £1.25m.

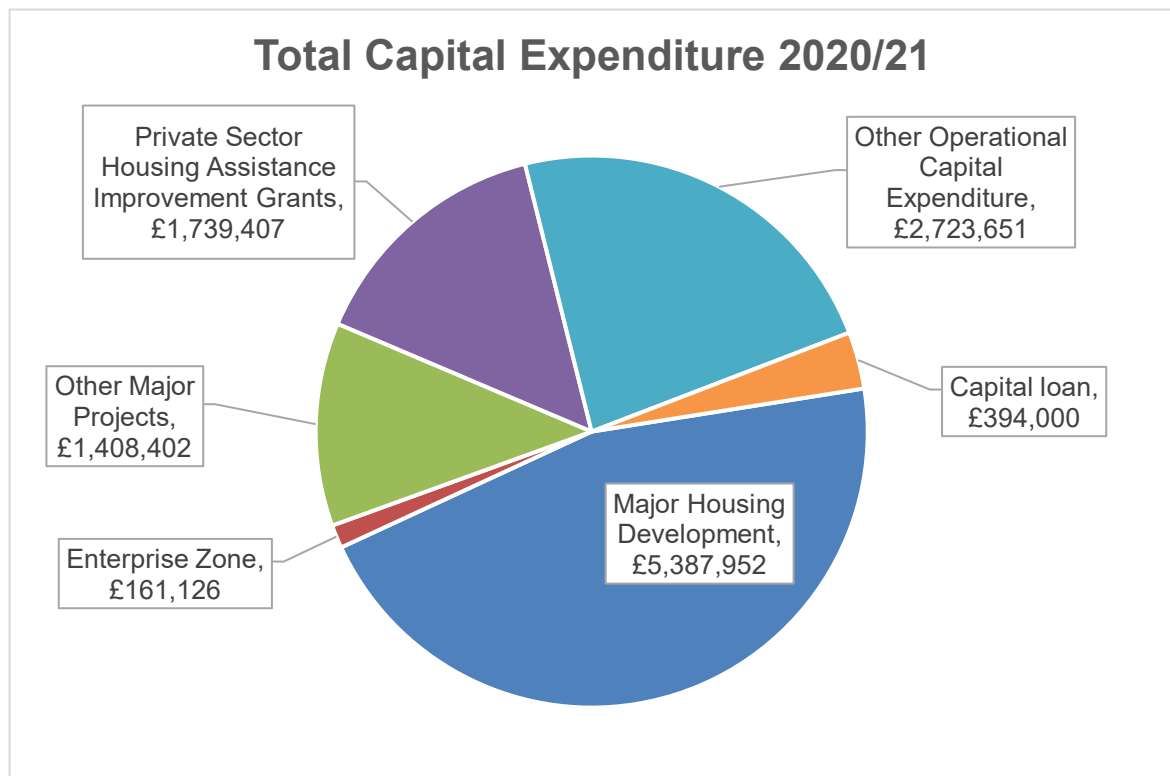
Financial Performance – Capital

We keep a separate account of all our capital expenditure and income transactions, examples of such transactions would be:

- Buying or selling land or property
- Improvements to our existing assets
- Housing Development
- Purchase of vehicles, plant and equipment
- Awarding improvement grants for private sector housing assistance

Narrative Statement

During the year the Council spent £11.8m on capital schemes. The areas of expenditure included



The table below provides a summary of how we performed on the capital programme compared to budget:

Capital Programme	Budget 2020/2021 £	Outturn 2020/2021 £	Rephasing (to)/from 2021/2022 £	Variance (Under) /Over £
Major Projects	11,590,610	6,957,479	(4,798,810)	165,679
Operational Projects:				
Community and Partnerships	2,343,120	1,825,611	(434,810)	(82,699)
Resources (S151 Officer)	465,680	237,466	(314,250)	86,036
Regeneration	21,350	35,160	0	13,810
Property and Projects	42,000	40,695	0	(1,305)
Operational and Commercial Services	987,990	429,485	(699,500)	140,995
Alive West Norfolk	68,860	121,139	0	52,279
Capital Loans	0	394,000	0	394,000
	3,929,000	3,083,556	(1,448,560)	603,116
Capital Programme Outturn	15,519,610	10,041,035	(6,247,370)	768,795
Exempt Corporate Schemes	5,122,840	1,773,503	(3,349,340)	3

Narrative Statement

King's Lynn Innovation Centre (KLIC)



In March 2014 the borough council entered into a Partnership Agreement with Norfolk and Waveney Enterprise Services Ltd (NWES) to facilitate the delivery of the King's Lynn Innovation Centre (KLIC). The partners to the agreement wanted the KLIC facility to be a high quality managed office facility that would “support and encourage business start-ups to develop and innovate.” The KLIC was constructed and opened in 2015. The building (at the time of writing this report) is meeting letting targets with a variety of businesses occupying space. It is considered to be a success and delivering its intended outputs.

The Council now owns the freehold asset of the KLIC building following transfer of the building due to a default by NWES on the original loan repayment. At the time of transfer, the unencumbered freehold interest was valued by Savills at £2,380,000 which was subsequently recorded within the Statement of Accounts for the borough council. The KLIC building value did not cover the total amount of the loans (plus interest and costs) owed to the council which left NWES with outstanding debt owed to the council. Following discussions with NWES, it became apparent that NWES has borrowed significantly against all of its other property assets (held freehold) with there being fixed and floating charges against all of their property assets. This meant the Council had no way to secure the outstanding loan amounts against any assets “owned” by NWES. Therefore, the council has set up an unsecured loan facility with NWES to deal with the remainder of their outstanding debt.

The outstanding debt as at 31 March 2021 including interest is £803,563. The overall debt owed by NWES to the council is being dealt with through a ‘Settlement Agreement’. A commercial loan interest rate has been levied on the outstanding unsecured loan amounts until such time as the outstanding loan is fully discharged.

7 Current Economic Climate, Outlook and Risk

In February 2021 the Council set out a Financial Plan for 2020/2025. This again reflected the significant and continuing uncertainty around anticipated changes to the local government finance system which included the phasing out of Revenue Support Grant (RSG), Rural Services Delivery Grant and changes to the distribution of New Homes Bonus. A full reset of the business rates system, originally expected in 2020/2021, is now planned by Government to be implemented for 2022/2023 alongside the Fair Funding review. The Financial Plan for 2019/2024 was approved by Council on 27 February 2020.

The Financial Plan 2020/2025 showed that the Council could present a funded budget for each year of the medium-term financial plan with a contribution from General Fund balances. This contribution from General Fund Balances was set to increase sharply from 2022/2023. The plan still highlighted significant uncertainty from March 2022 onwards due to the reforms of the Business Rates Retention scheme and the Fair Funding Review which were still unknown and presented a considerable downside risk. This was following the announcement by the Chancellor in the Government's Spending Round 2020 that these reforms would be postponed again confirming a one-year financial settlement for the council.

Since the budget was approved, the council has remained in uncertain times as recovery from the pandemic (Covid-19) takes shape during 2021/2022. When lockdown was announced in March 2020, many businesses were forced to close which had a significant impact on the local economy. The lasting effects on the local economy, the council, its residents and businesses are still uncertain. The council acted quickly in its response to provide resource and support to rough sleepers and the most vulnerable across the borough and to administer business rates relief and grants to businesses. Additional costs were around £2.6m and loss of income has been around £3.5m. During 2020/2021 the council was impacted by losses from reduced income from its operating activities such as car park income, planning fees, trade waste income and from business rates and rental income where businesses are not able to recover. The council also incurred additional expenditure to provide temporary accommodation and support to rough sleepers, support for our communities and businesses. There is also a possible medium-term impact from an increase in demand for housing benefit and other support as a result of an increase in unemployment. The aftermath of this pandemic will create issues and risks for several years of which many of these are unknown.

The Council's Financial Plan had been based on assumptions for continuing growth in the local economy as well as a cost reduction and income generating (savings) plan. As a result of the pandemic these targets could not be achieved and it therefore remains the case that there continues to be pressure on the council's financial position for 2022/2023 onwards.

The Council continues to participate in providing updates to Central Government in respect of the lasting financial impact to local authorities of the pandemic and accessing emergency financial support packages. To date the council has received £3.8m in emergency Covid-19 funding and is £2.35m from the Sales, Fees and Charges Scheme which reimbursed councils for loss of income of 75p in £1 after allowing for a 5% loss. The Council may need to draw on additional reserves during the medium term and could look to re-allocate earmarked reserves, leading to planned projects not going ahead. In the longer term we will recognise the long-term impact of the pandemic and refresh our Medium Term Financial Plan.

Narrative Statement

The Financial Plan will continue to be updated to reflect the latest position and assumptions going forward taking into account the increase in uncertainty and risk. This Council will continue to make strong representations for further financial support packages following the outbreak of Covid-19 as well as fair and transparent funding arrangements for local government, which also take into account the particular pressures to this authority which is not only a rural authority but also has specific issues around the funding arrangements to address the flood and drainage responsibilities met through the internal drainage boards.

Borrowing Facilities

The Council will take borrowing where it can demonstrate that financial savings can be achieved by outright purchase of equipment, as opposed to the use of an operating lease and the payment of an annual lease. Internal borrowing is used whenever it is most financially advantageous to do so. Internal borrowing is the use of internal funds (short term cash flows and reserves and balances not immediately required) rather than taking external debt. Funds held in short term investments may be withdrawn and used in place of external borrowing.

Temporary borrowing is included for cash flow purposes to ensure a balanced funding of the capital programme in each of the financial years and in advance of capital receipts. The actual required temporary borrowing will depend on re-phasing in the capital programme and capital receipts achieved in each year. Temporary borrowing is maintained at the minimum level required. The cost of planned temporary borrowing is included in the revenue budget and is confirmed as affordable. In the event that additional temporary borrowing is required during the financial year the impact on the revenue budget is reported in the monthly monitoring reports to Members. The capital receipts received in 2020/2021 from the sales of the new properties at Nar Valley have funded expenditure incurred in 2020/2021 and repaid in part temporary internal borrowing from prior years.

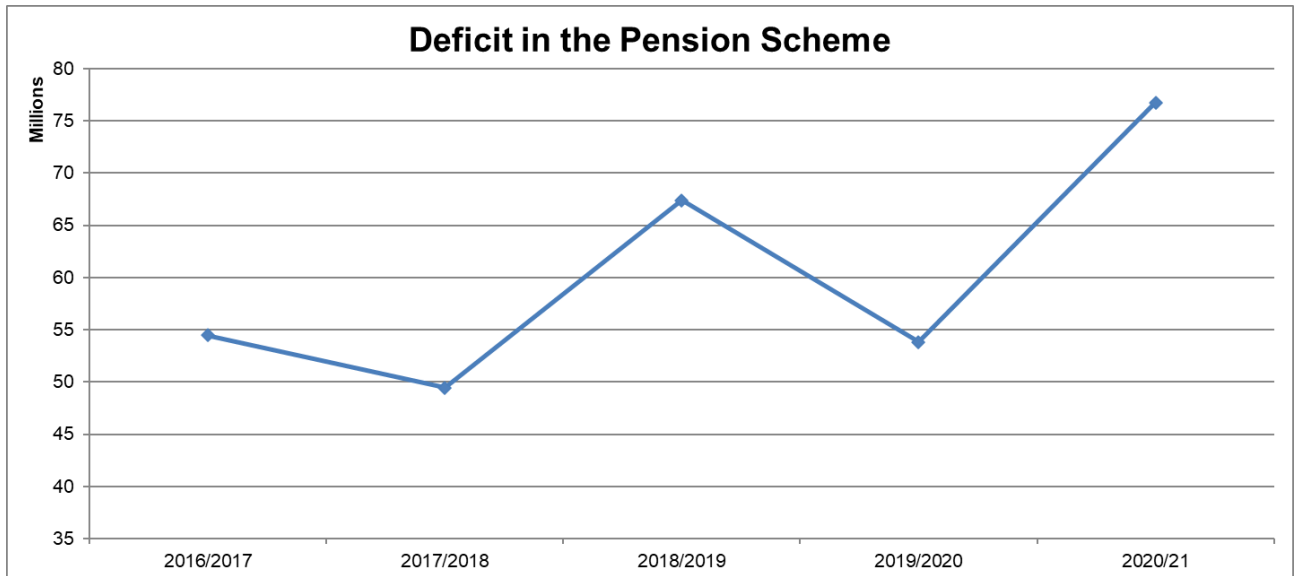
Fixed term external borrowing may be taken and drawn down as expenditure is required and rates are favourable. External borrowing will be sourced through market loans or PWLB depending on the most favourable rates.

Details of the Council's external borrowing can be found in the Financial Instruments note to the accounts.

Pension Fund

The Council participates in the Local Government Pension Scheme administered by Norfolk County Council. The notes to the accounts include details of the income and expenditure for 2020/2021 and the estimated assets and liabilities of the scheme as at 31 March 2021. The pension fund deficit shown in the balance sheet as at 31 March 2021 stands at £76.7million. This is the deficit at the date of the balance sheet and is subject to future changes in asset valuations and contributions. The scheme will be funded over the longer term with increased contributions being made if required over the remaining working life of employees, before payments fall due, as assessed by the scheme actuary. The deficit position of the scheme over the last 5 years is shown below.

Narrative Statement



**CORE FINANCIAL STATEMENTS
BOROUGH COUNCIL KING'S LYNN
AND WEST NORFOLK
2020/2021**

CORE FINANCIAL STATEMENTS

Movement in Reserves Statement (MIRS)

This statement shows the movement in the year on the different reserves held by the Council, analysed into 'usable reserves' (i.e. those that can be applied to fund expenditure or reduce local taxation) and other reserves. The deficit on the Provision of Services line shows the true economic cost of providing the Council's services, more details of which are shown in the Comprehensive Income and Expenditure Statement (CIES). These are different from the statutory amounts required to be charged to the General Fund Balance for Council Tax setting. The net (increase)/decrease before Transfers to Earmarked Reserves line shows the statutory General Fund Balance before any discretionary transfers to or from earmarked reserves undertaken by the Council.

2020/21	Note	General Fund Balance	Earmarked Reserves	Capital Receipts Reserve	Capital Grants Unapplied	Total Usable Reserves	Unusable Reserves	Total Reserves
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance as at 1 April 2020		(10,082)	(22,124)	(6,153)	(392)	(38,751)	(110,880)	(149,631)
(Surplus) on Provision of Services	CIES	(17,673)	0	0	0	(17,673)	0	(17,673)
Other Comprehensive (Income)/(Expenditure)	CIES		0	0	0		20,523	20,523
Total Comprehensive income and expenditure	CIES	(17,673)	0	0	0	(17,673)	20,523	2,850
Adjustments between accounting basis, and funding basis under regulations	7	4,099		(6,718)	0	(2,619)	2,619	0
Transfer to/from Earmarked Reserves		14,961	(13,988)			973	(973)	0
Total Increase\decrease) during the year		1,387	(13,988)	(6,718)	0	(19,319)	22,169	2,850
Balance as at 31 March 2021		(8,695)	(36,112)	(12,871)	(392)	(58,070)	(88,711)	(146,781)

The purposes of these reserves are:

General Fund Balance:- The General Fund is the statutory fund into which all the receipts of a 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.

CORE FINANCIAL STATEMENTS

Earmarked General Fund Reserves:- Amounts set aside from the General Fund Balance to earmarked reserves to provide financing for future expenditure plans and the amounts posted back from earmarked reserves to meet General Fund expenditure. See note 8 for details.

Usable Capital Receipts Reserve:- Holds the proceeds from the disposal of non-current assets, which are available to finance capital expenditure in future years.

Capital Grants Unapplied Reserve:- Holds the grants and contributions received towards capital projects for which the Council has met the conditions that would otherwise require repayment of the monies but which have yet to be applied to meet expenditure.

Movement In Reserves Statement – Prior year 2019/20

2019/20	Note	General Fund Balance	Earmarked Reserves	Capital Receipts Reserve	Capital Grants Unapplied	Total Usable Reserves	Unusable Reserves	Total Reserves
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance as at 1 April 2019		(7,610)	(25,476)	(5,409)	(839)	(39,334)	(84,796)	(124,130)
Deficit on Provision of Services	CIES	12,224	0	0	0	12,224	0	12,224
Other Comprehensive Income	CIES	0	0	0	0		(37,725)	(37,725)
Total Comprehensive income and expenditure	CIES	12,224	0	0	0	12,224	(37,725)	(25,501)
Adjustments between accounting basis, and funding basis under regulations	7	(11,344)		(744)	447	(11,641)	11,641	0
Transfer to/from Earmarked Reserves		(3,352)	3,352			0	0	0
Total Increase/(decrease) during the year		(2,472)	3,352	(744)	447	583	(26,084)	(25,501)
Balance as at 31 March 2020		(10,082)	(22,124)	(6,153)	(392)	(38,751)	(110,880)	(149,631)

CORE FINANCIAL STATEMENTS

Comprehensive Income and Expenditure Statement (CIES)

This statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices, rather than the amount to be funded from taxation. Authorities raise taxation to cover expenditure in accordance with regulations; this may be different from the accounting cost. The taxation position is shown in the Movement in Reserves Statement.

2019/20 (Restated)					2020/21		
Gross Spend	Gross Income	Net Spend			Gross Spend	Gross Income	Net Spend
£'000	£'000	£'000		Note	£'000	£'000	£'000
			Services				
4,077	(329)	3,748	Central Services		3,121	(1,107)	2,014
3,831	(2,051)	1,780	Community and Partnerships		3,444	(1,615)	1,829
4,187	(2,568)	1,619	Environment and Planning		2,777	(2,291)	486
16,210	(14,061)	2,149	Operations and Commercial		10,763	(9,967)	796
275	(20)	255	Programme and Projects Delivery		309	0	309
1,974	(1,378)	596	Property and Projects		544	(372)	172
6,872	(1,884)	4,988	Regeneration Housing & Place		1,205	(496)	709
41,652	(33,661)	7,991	Resources		41,835	(34,778)	7,057
374	(14)	360	Chief Executive		286	(7)	279
4,071	(641)	3,430	Culture and Leisure		3,812	(208)	3,604
83,523	(56,607)	26,916	Cost of Services		68,096	(50,841)	17,255
		11,204	Other Operating (Income)	9			2,109
		188	Financing and Investment (Income)	10			(14,176)
		(26,084)	Taxation and Non-Specific Grant Income	11			(22,861)
		12,224	(Surplus)/Deficit on Provision of Services				(17,673)
		(18,027)	(Surplus) on Revaluation of PPE				
		(19,698)	Re-measurement of the net defined benefit liability	20			20,523
		(37,725)	Other Comprehensive (Income)				20,523
		(25,501)	Total Comprehensive (Income)/Expenditure				2,850

CORE FINANCIAL STATEMENTS

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. Firstly, there 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. Secondly there are unusable reserves i.e. those that the Council is not able to use to provide services. The unusable reserves include reserves that hold unrealised gains and losses (e.g. the Revaluation Reserve), where amounts would only become available to use if the assets are sold: and also reserves that hold timing differences shown in the Movement in Reserves Statement line 'Adjustments between accounting basis and funding basis under regulations'.

2020			2021
£'000			£'000
145,095	Property, Plant and Equipment	27	154,265
17,975	Heritage Assets	26	17,975
28,126	Investment Property	24	28,126
1,200	Intangible Assets	25	989
3,735	Long Term Receivables	31	4,842
196,131	Total Long term Assets		206,197
8,197	Short Term Investments	36	16,038
80	Inventories		133
9,650	Short Term Receivables	36	18,402
11,990	Cash and Cash Equivalents	14	24,068
9,754	Assets Held for Sale	29	9,754
39,671	Total Current Assets		68,395
(1,360)	Provisions	34	(944)
(6,127)	Short Term Borrowing	36	0
(14,621)	Short Term Payables	32	(39,883)
(22,108)	Total Current Liabilities		(40,827)
(13)	Grants Receipts in Advance	35	(13)
(10,000)	Long Term Borrowing	36	(10,000)
(236)	Other Long Term Liabilities		(224)
(53,814)	Pension Liabilities	20	(76,747)
(64,063)	Total Long Term Liabilities		(86,984)
149,631	Net Assets		146,781
	Reserves		
(38,751)	Usable Reserves	MIRS	(58,070)
(110,880)	Unusable Reserves	13	(88,711)
(149,631)	Total Reserves		(146,781)

Notes to Core Financial Statements

I certify that the draft statement of accounts gives a true and fair view of the financial position of the Council as at 31 March 2021 and its income and expenditure for the year ended 31 March 2021.

Michelle Drewery

Assistant Director - Resources (S151 Officer)

(5th November 2021)

Notes to Core Financial Statements

Cash Flow Statement

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

2019/20			2020/21
£'000		Note	£'000
(12,344)	Net surplus \ (deficit) on the provision of services	CIES	17,673
42,092	Adjustments to net surplus or deficit on the provision of services for non cash movements	39	20,120
(22,786)	Adjustments for items that are outflows in provision of services from investing and financing activities	39	(18,722)
6,962	Net cash inflows from Operating Activities		19,071
(554)	Investing Activities outflows	40	(3,247)
86	Financing Activities outflows	41	(3,746)
6,494	Net increase in cash and cash equivalents		12,078
5,496	Cash and Cash equivalents at the beginning of the reporting period		11,990
11,990	Cash and Cash equivalents at the end of the reporting period	14	24,068

Notes to Core Financial Statements

1 Expenditure and Funding Analysis (EFA)

The Expenditure and Funding Analysis reflects the structure of budget reporting throughout the year and how the expenditure is allocated for decision making purposes. This statement provides reconciliation between our operational reporting structure and the Comprehensive Income and Expenditure Statement which is presented on an accounting basis.

2019/20				2020/21		
Net Expenditure Charged to General Fund	Adjustment between Funding and Accounting Basis	Net Expenditure in the CIES		Net Expenditure Charged to General Fund	Adjustment between Funding and Accounting Basis	Net Expenditure in the CIES
£'000	£'000	£'000		£'000	£'000	£'000
			Services			
3,380	368	3,748	Central Services	1,848	166	2,014
730	1,050	1,780	Community and Partnerships	1,561	268	1,829
100	1,519	1,619	Environment and Planning	316	170	486
(651)	2,800	2,149	Operations and Commercial	293	503	796
201	54	255	Programme and Projects Delivery	287	22	309
(102)	698	596	Property and Projects	3	169	172
(792)	5,780	4,988	Regeneration Housing & Place	247	462	709
9,651	(1,660)	7,991	Resources	6,336	721	7,057
349	11	360	Chief Executive	276	3	279
1,796	1,634	3,430	Culture and Leisure	2,207	1,397	3,604
14,662	12,254	26,916	Cost of Services	13,374	3,881	17,255
(17,134)	2,442	(14,692)	Other Income and Expenditure	(26,948)	(7,980)	(34,928)
(2,472)	14,696	12,224	(Surplus)/Deficit on Provision of Services	(13,574)	(4,099)	(17,673)
(7,610)			Opening General Fund Balance as at 1 April 2020	(10,082)		(10,082)
(2,472)			(Surplus)/Deficit on General Fund in year	(13,574)		
			Transfer to Earmarked Reserves	14,961		
(10,082)			Closing General Fund Balance as at 31 March 2021	(8,695)		

Notes to Core Financial Statements

1a Note to the Expenditure and Funding Analysis

The note below provides a reconciliation of the main adjustments to net expenditure chargeable to the General Fund to arrive at the amounts in the Comprehensive Income and Expenditure Statement (CIES).

2020/21	Adjustment for capital purposes	Net Change for the pension adjustment	Transfer to/(from) Earmarked Reserves	Adjustment for Investment Properties	Other Difference	Total Adjustments
	£'000	£'000	£'000	£'000	£'000	£'000
2020/21 Services						
Central Services	8	158	0	0	0	166
Community and Partnerships	94	174	0	0	0	268
Environment and Planning	(37)	207	0	0	0	170
Operations and Commercial	165	338	0	0	0	503
Programme and Projects Delivery	0	22	0	0	0	22
Property and Projects	75	61	(3)	36	0	169
Regeneration Housing & Place	434	28	0	0	0	462
Resources	504	169	0	0	48	721
Chief Executive	0	3	0	0	0	3
Culture and Leisure	1,397	0	0	0	0	1,397
Net Cost of Services	2,640	1,160	(3)	36	48	3,881
Other Income and Expenditure	(17,688)	1,250			8,458	(7,980)
Differences between the Statutory Charge and the (Surplus)/Deficit in the CIES	(15,048)	2,410	(3)	36	8,506	(4,099)

Notes to Core Financial Statements

2019/20	Adjustment for capital purposes	Net Change for the pension adjustment	Transfer to/(from) Earmarked Reserves	Adjustment for Investment Properties	Other Difference	Total Adjustments
	£'000	£'000	£'000	£'000	£'000	£'000
2019/20 Services						
Central Services	8	588	(228)	0	0	368
Community and Partnerships	59	587	404	0	0	1,050
Environment and Planning	15	716	788	0	0	1,519
Operations and Commercial	1,408	1,157	235	0	0	2,800
Programme and Projects Delivery	0	54	0	0	0	54
Property and Projects	455	205	38	0	0	698
Regeneration Housing & Place	5,373	106	301	0	0	5,780
Resources	3,039	1,203	(5,769)	0	(133)	(1,660)
Chief Executive	0	11	0	0	0	11
Culture and Leisure	1,565	49	20	0	0	1,634
Net Cost of Services	11,922	4,676	(4,211)	0	(133)	12,254
Other Income and Expenditure	905	1,079	858	0	(400)	2,442
Differences between the Statutory Charge and the (Surplus)/Deficit in the CIES	12,827	5,755	(3,353)	0	(533)	14,696

Notes to Core Financial Statements

1b Expenditure and Income Analysed by Nature

The Council's expenditure and income incurred in the provision of services as shown in the Comprehensive Income and Expenditure Statement is analysed as follows:

2019/20		2020/21
£'000	Nature of Income or Expenditure	£'000
(21,041)	Fees, Charges & Other Service Income	(19,911)
(549)	Interest and Investment Income	(266)
(6,755)	Income from Council Tax	(6,777)
(21,844)	Income from Retained Business Rates	(12,766)
(44,245)	Government Grants and Contributions	(60,157)
(94,434)	Total Income	(99,877)
20,904	Employee Expenses	19,860
49,990	Other Service Expenses	58,376
12,511	Business Rates Tariff and Levy	13,590
(1,411)	Support Service Recharges	(929)
8,802	Depreciation, Amortisation and Impairment	5,852
5,570	Interest Payments	2,406
6,025	Precepts & Levies	(3,390)
(848)	Net (Gains) and Losses on Fair Value Adjustments on Investment Property	0
5,115	(Gains) / Losses on Disposal of Non-Current Assets	(13,561)
106,658	Total Expenditure	82,204
12,224	(Surplus) / Deficit on the Provision of Services	(17,673)

2 Restatements – Prior Period Adjustments

There are no prior period adjustments within the Statement of Accounts for 2020/21.

3 Accounting Standards Issued, Not Adopted

The Code of Practice on Local Council Accounting in the United Kingdom (the Code) requires the disclosure of information relating to the expected impact of an accounting change that will be required by a new standard that has been issued but not yet adopted. At the balance sheet date,

Notes to Core Financial Statements

the following new standards and amendments to existing standards have been published but not yet adopted by the Code of Practice of Local Authority Accounting in the UK.

- IFRS 16 Leases: This standard will require local authorities that are lessees to recognise most leases on their balance sheet as right-of-use assets with corresponding lease liabilities. CIPFA LASAAC have deferred implementation for local government to 1 April 2022.
- IAS 19 Employee Benefits: Amendments on the treatment of curtailment or settlements for defined pension obligation schemes. The effect of these amendments will depend on future actuarial assessments so it is not possible to determine if there will be a material impact on the Council's accounts.
- IAS 28 Investments in Associates and Joint Ventures: Clarification that IFRS9 applies to long term interests in an associate or joint venture that forms part of the net investment in the associate or joint venture but to which the equity method is not applied.
- Annual improvements to IFRS Standards 2015/17 Cycle.

4 Events after the Reporting Period

The Statement of Accounts was authorised for issue by the Assistant Director - Resources (S151 Officer) on 5 November 2021. Events taking place after this date are not reflected in the financial statements or notes. Where events taking place before this date provided information about conditions existing at 31 March 2021, the figures in the financial statements and notes have been adjusted in all material respects to reflect the impact of this information.

There have been no adjusting events that have taken place after 31 March 2021.

A summary of the effects of the Covid-19 pandemic can be found in Note 38 this is considered a non-adjusting event.

5 Critical Judgements in Applying Accounting Policies

In applying the accounting policies set out in the Accounting Policies Section 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:

- There is a high degree of uncertainty about future levels of funding for local government. However, the Council has determined that this uncertainty is not yet sufficient to provide an indication that the assets of the Council might be impaired as a result of a need to close facilities and reduce levels of service provision.

Notes to Core Financial Statements

6 Assumptions made about the Future and Other Major Sources of Estimation Uncertainty

The preparation of Financial Statements requires Management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the Balance Sheet date and the amounts reported for the Revenues and Expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The key judgements and estimation uncertainty have a significant risk of causing material adjustment to the carrying amounts of assets and liabilities within the next Financial Year are:

Item	Uncertainties	Effect if Actual Results Differ from Assumptions
Property, Plant and Equipment	Assets are depreciated over useful lives that are dependent on assumptions about the level of repair and maintenance that will be incurred in relation to individual assets. Service reviews have led to a reduction in expenditure; however there has not been a reduction in repair and maintenance of assets.	The net book value of the Council's property, plant and equipment assets is £154.2m as at 31 March 2021. Of this, (tbc) relates to land which is not subject to depreciation and is considered to have an infinite life. Vehicle, plant and equipment assets account for £4.5m with asset lives between 5 and 15 years. If the asset lives are reduced by 1 year across vehicle, plant and equipment it is estimated that depreciation would increase by (tbc) and the value of the assets decrease. For buildings, the asset life is up to 99 years unless the asset has major components which are depreciated separately. It is estimated that if the asset life for buildings reduced by 1 year, depreciation would increase by (tbc) and the value of the asset decrease.
Pensions Liability	Estimation of the net liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets. A firm of consulting actuaries is engaged to provide the Council with expert advice about the assumptions to be applied.	The effects on the net pension's liability of changes in individual assumptions can be measured. For instance, a 0.5% decrease in the real discount rate would increase employer liability by 10% and cost £24.4 million; a 0.5% increase in the salary increase rate would lead to an increase of 2% in employer liability and cost £2.8 million and a 0.5% increase in the pension increase rate would increase employer liability by 8% and cost £21.0 million.

Notes to Core Financial Statements

Item	Uncertainties	Effect if Actual Results Differ from Assumptions
Arrears	At 31 March 2021, the Council had a balance of sundry receivables of £6,706k (£3,860k 31 March 2020). A review of significant balances suggested that an allowance for doubtful debts of 30% £2,012k (£1,740k 2019/2020) was appropriate. The allowance in doubtful debts is currently retained at £1,958k which represents 29% of the balance as at 31 March 2021.	2020/21 was an exceptional year due to the Covid19 pandemic. The balance of sundry receivables is higher due to the Council temporarily pausing activity on chasing debt during the year. From 2021/22, debt recovery has resumed. The actual level of provision is £54k below the calculated requirement. If the collection rates were to deteriorate the percentages included in calculating the bad debt allowance would need to be reviewed. If 100% cover was allowed in housing benefits the allowance would increase by £184k.
Business Rate Appeals	Since the introduction of Business Rates Retention Scheme, effective from 1 April 2013, Local Authorities are liable for successful appeals against business rates charged to businesses in their proportionate share. Therefore, a provision has been recognised for the best estimate of the amount that businesses have been overcharged up to 31 March 2021. The estimate has been calculated using the Valuation Office (VAO) ratings list of appeals and the analysis of successful appeals to date when providing the estimate of total provision up to and including 31 March 2021 .	If the average success rate of NNDR appeals was to increase by 1% the Council would have to increase its NNDR appeals provision by an immaterial sum.

This list does not include assets and liabilities that are carried at fair value based on a recently observed market price.

Notes to Core Financial Statements

7 MIRS – Adjustments between Accounting Basis and Funding Basis under Regulations

These notes detail adjustments made to the local EIES recognised by the Authority in the year, in accordance with proper accounting practices. They refer to resources that are specified by statutory provisions as being available to the Authority to meet future capital and revenue expenditure.

2019/20						2020/21			
General Fund	Capital Receipts	Capital Grants	Unsuable Reserves		Note	General Fund	Capital Receipts	Capital Grants	Unsuable Reserves
£'000	£'000	£'000	£'000			£'000	£'000	£'000	£'000
				Adjustments primarily involving the Capital Adjustment Account:					
				Reversal of items debited or credited to the CIES:					
(8,607)			8,607	Charges for Depreciation and Impairment of Non-Current Assets	13b	(3,225)			3,225
848			(848)	Movements in the Market Value of Investment Properties		0			0
20			(20)	Reverse Impairments in the year from Revaluation Increase	13b	683			(683)
(183)			183	Amortisation of Intangible Assets	13b	(334)			334
(2,499)			2,499	Revenue Expenditure Funded from Capital under Statute	13b	(2,294)			2,294
(26,882)			26,882	Amounts of Non-current Assets written off on disposal or sale		0			0
(54)			54	Soft Loans – Adjustments		0			0
2,948			(2,948)	Capital Grants and Contributions Applied		0			0
				Insertion of items not Debited/(Credited) to the CIES					
345			(345)	Statutory Provision for the Financing of Capital Investment	13b	374			(374)
864			(864)	Additional Provision for the Financing of Capital Investment relating to Internal Repayment of Prudential Borrowing	13b	1,074			(1,074)
6,729			(6,729)	Capital Expenditure charged against the General Fund		0			0
11			(11)	Principal repayment of finance Leases where the Council is the lessee	13b	11			(11)

Notes to Core Financial Statements

General Fund	Capital Receipts	Capital Grants	Unsuable Reserves		Note	General Fund	Capital Receipts	Capital Grants	Unsuable Reserves
£'000	£'000	£'000	£'000			£'000	£'000	£'000	£'000
				Adjustments primarily involving the Capital Grants Unapplied Account:					
60		(60)		Capital grants and contributions unapplied credited to the CIES	13b	5,164			(5,164)
		507	(507)	Application of grants to capital financing transferred to the CAA				0	0
				Adjustments primarily involving the Capital Receipts Reserve:					
21,672	(21,672)			Transfer of cash sale proceeds credited as part of gain/loss on disposal to the CIES		13,558	(13,558)		
	20,965		(20,965)	Capital Receipts applied	13b		6,840		(6,840)
37	(37)			Transfer (from)/to the Deferred Capital Receipts upon receipt of cash					
				Adjustments Involving the Financial Instruments Adjustment Account:					
98			(98)	Amount by which Finance Costs Charged to the CIES are different from Finance Costs Chargeable in the Year (in accordance with statutory requirements)	13c	66			(66)
				Adjustments primarily involving the Pensions Reserve:					
(8,485)			8,485	Reversal of items relating to retirement benefits debited or credited to the CIES	13d	(6,578)			6,578
2,364			(2,364)	Employer's pensions contributions and direct payments to pensioners payable in the year	13d	4,168			(4,168)
				Adjustments primarily involving the Collection Fund Adjustments Accounts:					
(556)			556	Amount by which council tax & business rates income credited to the CIES is different from statutory requirements	13e	(8,523)			8,523
				Adjustments primarily involving the Accumulated Absences Accounts:					
(74)			74	Amount by which officer remuneration charged to the CIES on an accruals basis is different from statutory requirements.	13f	(45)			45
(11,344)	(744)	447	11,641			4,099	(6,718)	-	2,619

Notes to Core Financial Statements

8 MIRS – Transfers to/from Earmarked Reserves

This note sets out the amounts set aside from the General Fund balance in earmarked reserves, to provide financing for future expenditure plans and the amounts posted back from earmarked reserves to meet General Fund expenditure in 2020/2021.

	Balance as at 31 March 2019	Transfer Out 2019/20	Transfer In 2019/20	Balance as at 31 March 2020	Transfer Out 2020/21	Transfer In 2020/21	Balance as at 31 March 2021
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
General Fund:							
Amenity Areas Reserve	(261)	0	(2)	(263)	0	(2)	(265)
Capital Programme Resources Reserve	(10,713)	7,731	(3,458)	(6,440)	354	(523)	(6,609)
West Norfolk Partnership	(1,002)	110	0	(892)	0	5	(887)
Insurance Reserve	(202)	7	(10)	(205)	0	(11)	(216)
Restructuring Reserve	(478)	144	0	(334)	0	0	(334)
Repairs and Renewals Reserve	(1,053)	338	(147)	(862)	4	(179)	(1,037)
Holding Accounts	(2,599)	530	(60)	(2,129)	529	(53)	(1,653)
Ring Fenced Reserve	(1,676)	317	(1,039)	(2,398)	319	(1,029)	(3,108)
Planning Reserve	(407)	233	(220)	(394)	22	(124)	(496)
Grants Reserves	(2,951)	317	(546)	(3,180)	2,848	(4,227)	(4,559)
Collection Fund Adjustments	(3,697)	46	(872)	(4,523)	80	(10,722)	(15,166)
Climate Change Strategy	0	0	0	0	0	(1,000)	(1,000)
Project / Other Reserves	(435)	119	(186)	(502)	0	(280)	(782)
Total	(25,474)	9,892	(6,540)	(22,122)	4,156	(18,145)	(36,112)

Movement in Reserves Statement – Purpose of Reserve

Amenity Areas Reserve – used to maintain amenity land on housing and other sites.

Capital Programme Resources Reserve – used to fund the Capital Programme including replacement of vehicles and personal computers. It has been established by annual contributions from the revenue budget and is a combination of various specific capital reserves.

Notes to Core Financial Statements

West Norfolk Partnership – tackles problems affecting residents of West Norfolk in a joint initiative between public, private and voluntary sector organisations.

Insurance Reserve – was established to fund expenditure required as necessary by our Insurance Company and also to meet areas of risk management expenditure.

Restructuring Reserve – meets any future in-year costs arising through service reviews and changes in staffing structure.

Repairs and Renewals Reserve – are maintained to help equalise the impact on the revenue accounts of programmed repairs. Annual contributions help to maintain the levels of the funds.

Holding Accounts – there are a number of reserves included under this heading, the main reserves include: housing reserves, Homelessness Projects, reserves for cleansing and refuse/recycling, Legal Commissioning Reserve, Elections Reserve.

Ring Fenced Reserve - can only be used for specific purposes. Included are Section 106 Funds, the Building Control account and Trust Funds that are administered by the Council on behalf of trustees.

Planning Reserve – used to enable the Council to fulfil its planning role.

Grants Reserves - money received from external bodies for specific tasks.

Collection Fund Adjustment Reserve – this reserve holds the accounting adjustments necessary for the Council's NNDR Safety Net and Levy payments.

Project Reserves – to be used for implementation costs on future projects.

Notes to Core Financial Statements

9 CIES – Other Operating Expenditure

2019/20		2020/21
£'000		£'000
3,271	Parish Council Precepts	2,109
2,754	Levies	0
0	Payments to the Government Housing Capital Receipts Pool	0
5,179	Net (Gains) on the Disposal of Non-current Assets	0
11,204		2,109

10 CIES – Financing and Investment Income and Expenditure

2019/20		2020/21
£'000		£'000
451	Interest Payable and similar charges	397
1,674	Net Interest on the net defined Benefit Liability (Asset)	1,250
(549)	Interest (Receivable) and similar income	(266)
(848)	Net (Gains) and Losses on Fair Value Adjustments on Investment Properties	(14,232)
(540)	Net (Income) from Investment Properties	(1,325)
188		(14,176)

11 CIES – Taxation and Non-Specific Grant Income and Expenditure

2019/20		2020/21
£'000		£'000
(9,797)	Council Tax (Income)	(6,720)
(12,212)	Non-domestic Rates (Income and Expenditure)	(10,768)
(1,020)	Non-ringfenced Government Grants (Income)	(462)
(3,054)	Government Grants and Contributions	(4,911)
(26,083)		(22,861)

12 CIES – Material Item of Income and Expenditure 2020/21

In 2020/2021 an increase in the defined benefits Pension obligation of £55,393k and an increase in the fair value of Assets of £32,460K has resulted in an increased in the authority's Pensions liabilities of £22,933k. Therefore, the net pension liability at 31 March 2021 is £76,747k (£53,814k 2019/20)

In 2020/2021 the council received £29,660k from the Department of Works and Pensions towards the cost of Housing Benefits payments. During the same period, the council spent £30,932k on Housing Benefits payments.

13 Balance Sheet – Unusable Reserves

Usable Reserves

Movements in the Authority's usable reserves are detailed in the Movement in Reserves Statement.

Unusable Reserves

2019/20		2020/21
£'000		£'000
(83,714)	Revaluation Reserve	(83,714)
(80,842)	Capital Adjustment Account	(90,112)
230	Financial Instruments Adjustment Account	164
53,814	Pensions Reserve	76,747
(581)	Collection Fund Adjustment Account	7,942
213	Accumulating Compensated Absences Adjustment Account	262
(110,880)		(88,711)

13a Revaluation Reserve

The Revaluation Reserve contains the gains made by the Authority arising from increases in the value of its Property, Plant and Equipment. The 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. The balance is reduced when assets with accumulated gains are:

Notes to Core Financial Statements

- Revalued downwards or impaired and the gains are lost.
- Used in the provision of services and the gains are consumed through depreciation; or disposed of and the gains are realised.

2019/20		2020/21
£'000		£'000
(68,840)	Balance at 1 April	(83,714)
(18,027)	In Year surplus on revaluation of non-current assets	0
1,267	Difference between Fair Value Depreciation and Historical Cost Depreciation	0
1,886	Accumulated Gains on non-current assets disposed	0
(83,714)		(83,714)

13b Capital Adjustment Account

- The Capital Adjustment Account absorbs the timing difference arising from the different arrangements for accounting for the consumption of Non-Current assets and for financing the acquisition, construction or enhancement of those assets under statutory provisions. The Account is debited with the cost of acquisition, construction or enhancement as depreciation, impairment losses and amortisations are charged to the Comprehensive Income and Expenditure Statement (with reconciling postings from the Revaluation reserve to convert fair value figures to a historical cost basis).
- The Account is credited with the amounts set aside by the Authority as finance for the costs of acquisition, construction and enhancement. The Account 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 1 April 2007, the date that the Revaluation Reserve was created to hold such gains.

Notes to Core Financial Statements

2019/20		2020/21
£'000		£'000
(82,684)	Balance at 1 April	(80,842)
	Reversal of items debited or credited to CIES	
3,399	Depreciation, impairment and amortisation	3,225
5,208	Impairment/Revaluation charged to CIES	(683)
183	Amortisation of intangible assets	334
(848)	Movement in market value of Investment Properties	0
2,499	Revenue expenditure funded from capital under statute	2,294
26,824	Non-current assets written out on disposal - Assets held for Sale	0
58	Non-current assets written out on disposal - PPE	0
54	Soft Loans - Principal repaid	180
	Transfers between revenue and capital resources	
(345)	Minimum Revenue Provision	(374)
(11)	Principal repayment of Finance Leases where the Council is the Lessee	(11)
(864)	Additional provision relating to internal repayment of prudential borrowing	(1,074)
	Capital Financing applied in year	
(20,965)	Use of Capital Receipts Reserve to finance new capital expenditure	(7,021)
(507)	Capital grants and contributions credited to the CIES that have been applied to Capital Financing	(5,164)
(2,941)	Application of grants to capital financing from Capital Grants Unapplied Account	0
(6,729)	Capital expenditure charged against Earmarked Reserves	(974)
	Other adjustments	
(20)	Reverse impairments in year from Revaluation Reserve	0
(3,153)	Adjusting amounts written off from the Revaluation Reserve	(2)
(80,842)		(90,112)

Note 7 provides details of the source of all the transactions posted to the Capital Adjustment Account, apart from those involving the Revaluation Reserve.

13c Financial Instruments Adjustment Account

The Financial Instruments Adjustment Account contains the difference between financial instruments measured at fair value and the balances required to comply with statutory requirements. As part of its Private Sector Housing Policy the Authority makes loans to private individuals at nil interest. This means that market rates of interest have not been charged and these loans are classified as soft loans. Statutory provisions require that the impact of soft loans on the General Fund Balance is the interest receivable for the financial year. The reconciliation of amounts debited and credited to the

Notes to Core Financial Statements

Income and Expenditure Account to the net credit required against the General Fund Balance is managed by a transfer to/from the Financial Instruments Adjustment Account; see note 7.

2019/20		2020/21
£'000		£'000
327	Balance at 1 April	230
(97)	In year fair value adjustment of private sector housing loans	(66)
230		164

13d Pensions Reserve

The Pensions Reserve absorbs the timing differences arising from the different arrangements for accounting for post-employment benefits and for funding benefits in accordance with statutory provisions. The Authority accounts for post-employment benefits in the Comprehensive Income and Expenditure Statement as the benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions and investment returns on any resources set aside to meet the costs. However, statutory arrangements require benefits earned to be financed as the Authority makes employer's contributions to pension's funds, or eventually pay any pensions for which it is directly responsible. The debit balance on the Pensions Reserve therefore shows a substantial shortfall in the benefits earned by past and current employees and the resources the Authority has set aside to meet them. The statutory arrangements will ensure that funding will have been set aside by the time the benefits come to be paid.

2019/20		2020/21
£'000		£'000
67,398	Balance at 1 April	53,814
(19,705)	Actuarial (Gains)/Losses on Pensions Assets and Liabilities	20,523
8,485	Reversal of items relating to Retirement Benefits on the Provision of Services in the CIES	6,578
(2,364)	Employer's Pensions Contributions and Direct Payments to Pensioners Payable in the Year	(4,168)
53,814		76,747

Notes to Core Financial Statements

13e 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, compared with the statutory arrangements for paying across amounts to the General Fund from the Collection Fund.

2019/20		2020/21
£'000		£'000
	Council Tax	
(345)	Balance at 1 April	(114)
231	Amount by which Council Tax income credited to the CIES is different from Council Tax income calculated for the year in accordance with statutory requirements	495
(114)	Balance at 31 March	381
	Non-Domestic Rates	
(793)	Balance at 1 April	(467)
326	Amount by which NNDR income credited to the CIES is different from NNDR income calculated for the year in accordance with statutory requirements	8,028
(467)		7,561
(581)	Total	7,942

13f Accumulated Compensated Absences Adjustment Account

The Accumulated Compensated Absences Adjustment 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. Statutory arrangements require that the impact on the General Fund Balance is neutralised by transfers to or from the Account.

2019/20		2020/21
£'000		£'000
139	Balance at 1 April	213
(139)	Settlement or cancellation of accrual made at the end of the preceding year	(213)
213	Amounts accrued at the end of the current year	262
213		262

Notes to Core Financial Statements

14 Cash and Cash Equivalents

The balance of cash and cash equivalents is made up of the following elements:

2019/20		2020/21
£'000		£'000
9	Cash held by Officers	8
1,226	Bank Current Accounts	7,823
10,755	Short Term Deposits	16,237
11,990	Cash and Cash equivalents at the end of the reporting period	24,068

15 Agency Services

The Council provides a Grass Cutting Service on behalf of Norfolk County Council and the Commonwealth Graves Commission, a Care and Repair Agency on behalf of Fenland and Breckland Councils and Car Parking Management Services on behalf of North Norfolk District Council, Queen Elizabeth Hospital and Norfolk County Council. The Council also provides CCTV Services on behalf of Breckland District Council. These services are provided at cost plus an allowance for overheads.

2019/20		2020/21
£'000	Charge for Services	£'000
56	Grass Cutting Service	57
195	Care and Repair Service	141
836	Car Park Management Services	768
148	CCTV Services	86
1,235		1,052

16 Joint Arrangements

Interest in Companies and Other Entities

The Code of Practice requires that Councils consider the need to include group accounts in published Statements. The Council has reviewed its interests in companies and other organisations to determine which are to be included in the Group Accounts for 2020/2021.

Joint Arrangements

Notes to Core Financial Statements

The Council is a member of three Joint Committees – King’s Lynn Housing Development Partnership, Norfolk Museums and Archaeology Service and Freebridge Community Housing Ltd. The Council accounts include all of the Council’s revenue transactions, assets and liabilities relating to these Committees.

The King’s Lynn Development Partnership

Under the CIPFA Code the King’s Lynn Development Partnership is classified as a joint operation. The Partnership was formed in 2012/2013 with Norfolk County Council. The objective of this partnership is to enable and risk-manage a financially viable housing development in the NORA.

The Borough Council of King’s Lynn and West Norfolk have contributed land valued at £1 million and Norfolk County Council paid £1 million to satisfy the initial cash flow requirements. Phases 1, 2 and 3 are now all complete. This Council is the Accountable body. The income and expenditure for these works is detailed below:

2019/20		2020/21
£'000		£'000
3,182	Expenditure	215
(4,417)	Receipts	(2,051)
(1,235)		(1,836)

Freebridge Community Housing Limited

Freebridge Community Housing Limited (FCHL) – The Council owns 1 share with a value of £1 (33% of all the shares) in FCHL. The Council’s interest in FCHL is not as an investor.

Norfolk Museums and Archaeology Service (NMAS) Joint Committee

Under the CIPFA Code, NMAS is classified as a jointly controlled operation. The Council’s museums are run by the Norfolk Museums and Archaeology Service “NMAS” through a Joint Committee. This Joint Committee was established in July 2006, under delegated powers by the County and District Councils in Norfolk. The Service runs museums throughout the County to preserve and interpret material evidence of the past with the aim “bringing history to life”.

Norfolk County Council provides a secretary and treasurer to the Joint Committee, employs its staff, and owns a number of properties used by NMAS. They are the lead Council and are responsible for producing the annual accounts. However, the majority of collections and related buildings in West Norfolk are owned by the Council. The museum collections are reported in the Balance Sheet at a value of £6,292,000 as at the 31 March 2021.

17 Members’ Allowances

The Council paid £440,000 in 2020/21 (£455,000 in 2019/20) in members’ allowances to members of the Council during the year.

Notes to Core Financial Statements

18 Officers' Remuneration

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

2020/21	Salary, Fees and Allowance	Taxable Expenses	Pension Contributions	Total
	£	£	£	£
Chief Executive	117,266	3,759	17,462	138,487
Executive Director	95,621	6,390	13,387	115,398
Executive Director	98,040	2,940	13,726	114,706
Executive Director*	5,485	848	1,716	8,049
Assistant Director Finance Services (Section 151 Officer)	74,313	1,239	10,404	85,956

* left in April 2020 – no replacement as part of agreed restructure arrangements.

There were no bonus payments to report.

The Council's legal monitoring officer requirements are now fulfilled by East Law (part of North Norfolk District Council) as part of a service level agreement. The Council paid East Law £177,736 in 2020/21 (£120,179 in 2019/2020.)

The Council's Monitoring Officer is contracted from North Norfolk District Council (NNDC) via a service level agreement with Eastlaw (part of NNDC) where Monitoring Officer duties were carried out on a part time basis working for Borough Council of King's Lynn and West Norfolk. The Monitoring Officer is appointed directly by NNDC on a salary of (tbc). The hours worked in 2020/21 for this council were (tbc) hours resulting in the council's share of salary at (tbc). This Monitoring Officer's remuneration is not included in the tables as they are fully remunerated by NNDC and will be included in NNDC's Statement of Accounts.

Notes to Core Financial Statements

2019/20	Salary, Fees and Allowance	Taxable Expenses	Pension Contributio ns	Total
	£	£	£	£
Chief Executive *	53,536	-	5,162	58,698
Chief Executive **	72,870	4,634	9,147	86,651
Executive Director Central & Community Services	85,677	9,459	11,995	107,131
Executive Director Commercial Services	69,672	8,230	9,754	87,656
Executive Director Environment & Planning	90,031	3,662	12,604	106,297
Executive Director Finance Services (Section 151 Officer) ***	37,539	3,088	5,256	45,883
Executive Director Finance Services (Section 151 Officer) ****	5,847	100	818	6,765

*Includes remuneration from Election Duties. Part year cost, left post 31/08/19

** Includes remuneration from Election Duties, Part year cost, commenced post 01/09/19.

*** Part year cost, left post 31/08/19.

**** Part year cost, commenced post 02/03/2020.

Notes to Core Financial Statements

The Council's other employees (excluding the senior employees shown above) receiving more than £50,000 remuneration for the year (including employer's pension contributions) were paid the following amounts:

2019/20 Number of Employees	Remuneration band	2020/21 Number of Employees
9	£50,000-£54,999	8
7	£55,000-£59,999	4
4	£60,000-£64,999	2
2	£65,000-£69,999	1
4	£70,000-£74,999	3
1	£75,000-£79,999	3
1	£80,000-£84,999	0
1	£85,000-£89,999	0
29	Total of Employees	21

19 Termination Benefits

Exit package cost band (including special payments)	Number of Compulsory redundancies		Number of other departures agreed		Total number of exit packages by cost band		Total cost of exit packages in each band	
	2019/20	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20	2020/21
							£000s	£000s
Up to £20,000	1	0	0	1	1	1	7	13
£20,001-£40,000	0	0	0	0	0	0	0	0
£40,001-£60,000	0	0	0	0	0	0	0	0
£60,001-£80,000	0	0	0	0	0	0	0	0
£80,001-£100,000	0	0	0	0	0	0	0	0
£100,000-£150,000	0	0	1	0	1	0	139	0
Total	1	0	1	1	2	1	146	13

20 Defined Benefit Pension Schemes

Participation in Pensions 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 and this is required to be disclosed at the time that employees earn their future entitlement.

The Council participates in the Local Government Pension Scheme, administered locally by Norfolk County Council – this is a funded Career average salary scheme, meaning that the Council and employees pay contributions into a fund, calculated at a level intended to balance the pension's liabilities with investment assets.

Discretionary Post-retirement Benefits

Notes to Core Financial Statements

Discretionary Post-retirement Benefits on early retirement are an unfunded defined arrangement, under which liabilities are recognised when awards are made. There are no planned assets built up to meet these pension liabilities.

Transactions relating to post-employment benefits

The costs of retirement benefits are recognised 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 made against Council Tax is based on the cash payable in the year, so the real cost of post-employment/retirement benefits is reversed out of the General Fund via the Movement in Reserves Statement. The following transactions have been made in the Comprehensive Income and Expenditure Statement and the General Fund Balance via the Movement in Reserves Statement during the year:

The tables below show the Pension Fund Net Long Term Liability and Reserve positions at the end of 2019/20 and 2020/21.

2019/20		2020/21
£'000		£'000
	Gross Liabilities	
(213,843)	Opening balance as at 1 April	(189,459)
(5,165)	[I] Interest Cost	(4,360)
31,369	[II] Actuarial losses / (gains) from changes in financial assumptions	(50,534)
(6,811)	[III] Current Service Cost	(5,328)
(960)	[IV] Contributions by scheme participants	(1,002)
5,951	[IV] Benefits paid	5,616
0	[IV] Estimated unfunded benefits paid	215
(189,459)	Closing balance at 31 March	(244,852)

2019/20		2020/21
£'000		£'000
146,445	Opening fair value of scheme assets balance as at 1 April	135,645
3,491	[I] The return on plan assets (Excluding amount included in net interest expense)	3,110
(11,664)	[II] Actuarial losses / (gains) from changes in financial assumptions	30,011
2,134	[III] Contributions by the employer	3,953
230	[III] Contributions for unfunded (Discretionary benefits)	215
960	[IV] Contributions by employees into the scheme	1,002
(5,721)	[IV] Benefits paid	(5,616)
(230)	[IV] Unfunded (Discretionary benefits)	(215)
135,645	Closing Balance at 31 March	168,105
(53,814)	TOTAL NET LIABILITIES	(76,747)

Notes to Core Financial Statements

Net Movement		Net Movement
2019/20		2020/21
-		-
2,364	General Fund Charge - Employer Contributions	4,168
(4,447)	[III] Other items to net cost of services	(1,160)
(1,674)	[I] Interest cost minus return on plan assets to financing income & expenditure	(1,250)
(3,757)	Charge to Surplus/(Deficit) upon Provision of Services	1,758
19,705	[II] Actuarial Gains/(Losses) to other income & expenditure	(20,523)
15,948	(Charge)/Surplus to Comprehensive Income & Expenditure Account for the Year	(18,765)
(2,364)	Less General Fund Charge - Employer Contributions	(4,168)
13,584	TOTAL MOVEMENT IN PENSION RESERVE FAVOURABLE/ (UNFAVOURABLE)	(22,933)

The expected return on scheme assets is determined by considering the expected returns available on the assets underlying the current investment policy. Expected yields on fixed interest investments are based on gross redemption yields as at the Balance Sheet date. Expected returns on equity investments reflect long-term real rates of return experienced in the respective markets.

Local Government Pension Scheme Assets Comprised:

Figures supplied by Norfolk County Council who administer the local pension scheme.

Notes to Core Financial Statements

Asset Category	Period Ended 31 March 2021			
	Quoted Prices in active markets	Quoted prices not in active markets	Total	Percentage of Total Assets
	£'000	£'000	£'000	%
Equity Securities:				
Consumer	0	0	0	0.0%
Manufacturing	0	0	0	0.0%
Energy and Utilities	0	0	0	0.0%
Financial Institutions	0	0	0	0.0%
Health and Care	0	0	0	0.0%
Information Technology	0	0	0	0.0%
Other	0	0	0	0.0%
Debt Securities:				
Corporate Bonds (investment grade)	0	0	0	0.0%
Corporate Bonds (Non-investment grade)	0	0	0	0.0%
UK Government	1,913	0	1,913	1.1%
Other	0	0	0	0.0%
Private Equity:				
All	0	10,666	10,666	6.3%
Real Estate:				
UK Property	0	13,368	13,368	8.0%
Overseas Property	0	3,400	3,400	2.0%
Investment Funds and Unit Trusts:				
Equities	74,916	0	74,916	44.6%
Bonds	49,907	0	49,907	29.7%
Hedge Funds	0	0	0	0.0%
Commodities	0	0	0	0.0%
Infrastructure	0	10,632	10,632	6.3%
Other	0	619	619	0.4%
Derivatives:				
Inflation	0	0	0	0.0%
Interest Rate	0	0	0	0.0%
Foreign Exchange	62	0	62	0.0%
Other	0	0	0	0.0%
Cash and Cash Equivalents:				
All	2,622	0	2,622	1.6%
Totals	129,421	38,684	168,105	100.0%

Notes to Core Financial Statements

Asset Category	Period Ended 31 March 2020			
	Quoted Prices in active markets	Quoted prices not in active markets	Total	Percentage of Total Assets
	£'000	£'000	£'000	%
Equity Securities:				
Consumer	5,027	0	5,027	3.7%
Manufacturing	3,986	0	3,986	2.9%
Energy and Utilities	1,215	0	1,215	0.9%
Financial Institutions	3,407	0	3,407	2.5%
Health and Care	3,149	0	3,149	2.3%
Information Technology	4,186	0	4,186	3.1%
Other	2	0	2	0.0%
Debt Securities:				
Corporate Bonds (investment grade)	0	0	0	0.0%
Corporate Bonds (Non-investment grade)	0	0	0	0.0%
UK Government	1,576	0	1,576	1.2%
Other	0	0	0	0.0%
Private Equity:				
All	0	8,163	8,163	6.0%
Real Estate:				
UK Property	0	11,672	11,672	8.6%
Overseas Property	0	2,673	2,673	2.0%
Investment Funds and Unit Trusts:				
Equities	39,205	0	39,205	28.9%
Bonds	44,198	0	44,198	32.6%
Hedge Funds	0	0	0	0.0%
Commodities	0	0	0	0.0%
Infrastructure	0	3,789	3,789	2.8%
Other	0	0	0	0.0%
Derivatives:				
Inflation	0	0	0	0.0%
Interest Rate	0	0	0	0.0%
Foreign Exchange	0	-190	-190	-0.1%
Other	0	0	0	0.0%
Cash and Cash Equivalents:				
All	0	3,588	3,588	2.6%
Totals	105,951	29,695	135,646	100.0%

Basis for Estimating Assets and Liabilities

Liabilities have been assessed on an actuarial basis using the "Projected until credit" method, an estimate of the pensions that will be payable in future years dependent on assumptions about mortality rates, salary levels, etc. The Local Government Pension Scheme liabilities have been assessed by Hymans Robertson, an independent firm of actuaries, estimates for the County Council Fund being based on the latest full valuation of the scheme as at 31 March 2021.

Notes to Core Financial Statements

The principal assumptions used by the actuary have been:

2019/20	Local Government Pension Scheme	2020/21
	Mortality Assumptions:	
	Longevity at 65 for Current Pensioners:	
21.7yrs	Men	21.9yrs
23.9yrs	Women	24.3yrs
	Longevity at 65 for Future Pensioners:	
22.8yrs	Men	23.2yrs
25.5yrs	Women	26.2yrs
2.60%	Rate of increase in Salaries	3.55%
1.90%	Rate of increase in Pensions	2.85%
2.30%	Rate for discounting Scheme liabilities	2.00%

An allowance is included for future retirements to elect to take 50% of the maximum additional tax-free cash up to Her Majesty's Revenue and Customs (HMRC) limits for pre-April 2008 service and 75% of the maximum post-April 2008 service.

The estimation of the defined benefit obligations is sensitive to the actuarial assumptions set out in the table above. The sensitivity analyses below have been determined based on reasonably possible changes of the assumptions occurring at the end of the reporting period and assumes for each change that the assumption analysed changes while all the other assumptions remain constant. The assumptions in longevity, for example, assume that life expectancy increases or decreases for men and women. In practice, this is unlikely to occur and changes in some of the assumptions may be interrelated. The estimations in the sensitivity analysis have followed the accounting policies for the Scheme, i.e. on an actuarial basis using the projected unit credit method. The methods and types of assumptions used in preparing the sensitivity analysis below did not change from those used in the previous period.

Impact on the Defined Obligation in the Scheme

	Approximate % Increase to Employer Liability	Approximate Monetary Increase to Employer Liability (£000)
0.5% Decrease in Real Discount Rate	10.0%	18,148
0.5% Increase in Salary Increase Rate	1.0%	2,158
0.5% Increase in the Pension Increase Rate	8.0%	15,797

Notes to Core Financial Statements

Scheme History

	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/21
Obligations:	£'000	£'000	£'000	£'000	£'000	£'000
Present Value of Defined Benefit	(158,661)	(188,079)	(190,516)	(213,843)	(189,459)	(244,852)
Fair Value of Assets in the Local Government Pensions Scheme	117,182	133,619	141,083	146,445	135,645	168,105
Deficit in the Scheme	(41,479)	(54,460)	(49,433)	(67,398)	(53,814)	(76,747)

The liabilities show the underlying commitments that the Council has in the long run to pay post-employment (retirement) benefits. The total liability of £189,459,000 has a substantial impact on the net worth of the Council as recorded in the Balance Sheet, which after abatement for the fair value of assets of £135,645,000, resulting in a negative overall balance of £53,814,000. However, statutory arrangements for funding the deficit mean that the financial position of the Council remains healthy. The deficit on the local government scheme will be made good by the Council paying increased contributions over the remaining working life of employees (i.e. before payments fall due), as assessed by the scheme actuary.

21 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 to non-audit services provided by the Council's external auditors.

2019/20		2020/21
£'000		£'000
39	Fees payable with regard to External Audit Services carried out by the appointed auditor for the year.	39
0	Additional and other Audit fees charged during the year.	0
22	Fees payable to the appointed auditor for the certification of grant claims and returns for the year	42
61	Total	81

Additional costs are expected for 2019/20 once the audit is concluded but are not currently known.

22 Related Parties

The Council is required to disclose material transactions with related parties. Related parties being 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 to assess the extent to which the Council might have been constrained in its ability to operate independently or might have secured the ability to limit another party's ability to bargain freely with the Council.

Members/Head of Service

Members of the Council have direct control over the Council's financial and operating policies. The total of Members' allowance paid in 2020/2021 is shown in note 17. During 2020/2021, works and services to the value of £1,499,701 (£2,913,110 in 2019/2020) were commissioned from companies in which 13 Members and 3 officers (15 Members and 4 officers in 2019/2020) had an interest. Contracts were entered into in full compliance with the Council's standing orders. In addition, grants

totalling £1,571,151 (£779,944 in 2019/2020) were made to organisations in which 11 Members and 3 officers had an interest (15 Members and 3 officers in 2019/2020). In all instances, the grants were made with proper consideration of declarations of interest. The relevant Members did not take part in any discussion or decision relating to the grants. Details of all these transactions are recorded in the Register of Members interests, which are published on the Council's website.

Central Government

Central Government has effective control over the general operations of the Council. It is responsible for providing the statutory framework, within which the Council operates, provides the majority of its funding in the form of grants and prescribes the terms of many of the transactions that the Council has with other parties (e.g. council tax bills, housing benefits). Capital and Revenue Grants received from government departments are set out in the subjective analysis in note 35, on amounts reported to decision makers. Receivables and Payables in respect of Government departments are shown in note 30 and note 32. Any transactions between the Council and Norfolk Pensions are detailed in note 16.

Freebridge Community Housing Limited

In 2006 the Council transferred its housing stock to Freebridge Community Housing. As part of the agreement the Council has 3 Members on the board of Freebridge Community Housing and owns 33% of the share in the organisation, value £1. During 2020/2021 the transactions between the Council and Freebridge Community Housing was expenditure of £22,813 (£69,441 in 2019/2020) and income of £481,931 (£513,780 in 2019/2020).

West Norfolk Housing Company Ltd

West Norfolk Housing Company Ltd was set up by the Council and incorporated on 12th September 2016. During 2020/2021 the transactions between the Council and West Norfolk Housing Company Ltd was expenditure of £475,434 (£500,000 in 2019/20) and income of £317,457 (£9,693 in 2019/20).

The current year's transactions are detailed in the Group Accounts pages 114 to 123.

West Norfolk Property Ltd

West Norfolk Property Ltd was set up by the Council and incorporated on 12th April 2018. There were £54,321 in the financial year 2020/21 (£0 in 2019/20)

The current year's transactions are detailed in the Group Accounts pages 114 to 123.

Alive West Norfolk

Alive West Norfolk Ltd was set up by the Council and incorporated on 1st February 2019. During 2020/2021 the transactions between the Council and Alive West Norfolk was expenditure £879,418 (£0 in 2019/2020) and income of £92,766 (£59,180 in 2019/2020).

The current year's transactions are detailed in the Group Accounts pages 114 to 123.

Notes to Core Financial Statements

23 Leases

Finance Leases - Council as Lessee

The Council has acquired a number of buildings under finance leases. The assets acquired under these leases are carried as Property, Plant and Equipment in the Balance Sheet at the following net amounts:

2019/20		2020/21
£'000	Finance Lease - Council as a Lessee	£'000
3,338	Other Land and Buildings	3,338
3,338	Total	3,338

The Council is committed to making minimum payments under these leases comprising settlement of the Long Term liability for the entitlement in the property acquired by the Council and finance costs that will be payable by the Council in future years while the liability remains outstanding. The minimum lease payments are made up of the following amounts:

2019/20		2020/21
£'000	Finance Lease (NPV)	£'000
	Finance Lease Liabilities (Net present value of minimum lease payments):	
2	Current	2
152	Non- Current	151
227	Finance Costs payable in future years	220
381		373

The minimum lease payments will be payable over the following periods:

Minimum Lease Payments	Finance Lease Liabilities	Financial Costs		Minimum Lease Payments	Finance Lease Liabilities	Financial Costs
2019/20	2019/20	2019/20		2020/21	2020/21	2020/21
£'000	£'000	£'000		£'000	£'000	£'000
9	2	7	Not later than one year	9	2	7
34	7	27	Later than one year and not later than five years	34	8	26
337	143	194	Later than five years	328	141	187
380	152	228	Total	371	151	220

The Council has sub-let some of the accommodation held under these finance leases. At 31 March 2021 the minimum payments expected to be received under non-cancellable sub-leases was £53,738 (£109,438 at 31 March 2020).

Notes to Core Financial Statements

The Council has acquired printer equipment under finance leases. The equipment acquired under these leases is included in Property, Plant and Equipment in the Balance Sheet.

Operating Leases – Council as Lessee

The Council has operating lease agreements for the provision of land and buildings. The future minimum lease payments due under non-cancellable leases in future years are shown in the table below.

2019/20		2020/21
£'000	Operating Lease Payments	£'000
102	Not later than one year	102
384	Later than one year and not later than five years	377
4,327	Later than five years	4,235
4,813	Total	4,714

The expenditure charged to the Corporate and Democratic Core, Cultural and Related Services, Highways and Transport Services in the Comprehensive Income and Expenditure Statement during the year in relation to these leases was:

2019/20		2020/21
£'000	Minimum Lease Payments	£'000
1	Corporate and Democratic Services	0
10	Cultural and Related Services	12
91	Highways and Transport Services	146
102	Total	158

Operating Leases – Council as Lessor

The Council leases out property and equipment under leases for the following purposes:

- For economic development purposes to provide suitable affordable accommodation for local businesses including shops, industrial units, kiosks, caravan parks and offices.
- Beach huts for private use; and
- Buildings used as Community facilities and used by voluntary groups including community centres, museums, and storage space.
- Leisure facilities to Alive West Norfolk to fulfil contractual obligations with the Council. See Note 22 for more details.

2019/20		2020/21
£'000	Future minimum lease payments	£'000
2,112	Not later than one year	2,309
6,575	Later than one year and not later than five years	6,354
61,661	Later than five years	59,642
70,348	Total	68,305

The minimum lease payments receivable does not include rents that are contingent on events taking place after the lease was entered into, such as adjustments following rent reviews. In 2019/2020 £nil contingent rents were receivable by the Council.

24 Investment Property

Investment properties are those that are held solely to earn rentals or for capital appreciation, or both. Investment properties are not depreciated but are revalued according to market conditions at the year end.

Properties that are used to facilitate the delivery of service or to support Council policy objectives fall under the category of property plant and equipment (see note 27) and are not investment properties.

The following items of income and expenditure have been accounted for in the Comprehensive Income and Expenditure Statement:

2019/20		2020/21
£'000		£'000
(1,664)	Rental Income from Investment Property	(1,768)
235	Direct Operating Expenses/(Income) Arising from Investment Property	235
(1,429)	Direct cost of Investment Properties	(1,533)
889	Other Net Operating Costs	207
(540)	Net (Gain)	(1,326)

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 on disposal. The Council has no contractual obligations to purchase, construct or develop investment property or for repairs, maintenance, or enhancement.

2019/20		2020/21
£'000		£'000
23,760	Balance at Start of the Year	28,126
-	- Net Gains / (Losses) on Revaluation	-
-	Write Out of Impairments on Revaluations	-
848	Net Gains / (Losses) from Movements in the Market Value of Investment Properties	28,126
3,759	Additions	-
-	Impairment	-
-	- Disposals	-
-	- Derecognition	-
(241)	Reclassifications	-
28,126	Balance at Year End	28,126

Valuation Techniques Used to Determine Fair Values for Investment Property

Investment property shall be measured initially at cost. The cost of an investment property includes its purchase price, transaction costs and directly attributable expenditure. Where an investment property is acquired through a non-exchange transaction, its cost shall be measured at its fair value as at the date of acquisition. Investment properties are not depreciated but are revalued according to market conditions at the year end.

Notes to Core Financial Statements

Significant Observable Inputs – Level 2

The fair value for the residential properties (at market rents) has been based on the market approach using current market conditions and recent sale prices and other relevant information for similar assets in the local Council area. Market conditions for these asset types are such that the levels of observable inputs are significant leading to the properties being categorised at Level 2 in the fair value hierarchy. There were no transfers between any of the three levels during 2019/20.

In estimating the fair value of the Council's investment properties, the highest and best use of the properties is their current use. There has been no change in the valuation techniques used during the year for investment properties.

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

2020/21	Quoted Prices in active markets for identical assets (level 1)	Other significant observable inputs (level 2)	Significant un-observable inputs (level 3)	Fair Value as at 31/03/2021
	£'000	£'000	£'000	£'000
Recurring Fair Value Measurements Industrial Units	0	18,039	0	18,039
Commercial Units	0	9,477	0	9,477
Land	0	532	0	532
Other	0	78	0	78
Total	0	28,126	0	28,126

2019/20	Quoted Prices in active markets for identical assets (level 1)	Other significant observable inputs (level 2)	Significant un-observable inputs (level 3)	Fair Value as at 31/03/2021
	£'000	£'000	£'000	£'000
Recurring Fair Value Measurements Industrial Units	0	18,039	0	18,039
Commercial Units	0	9,477	0	9,477
Land	0	532	0	532
Other	0	78	0	78
Total	0	28,126	0	28,126

25 Intangible Assets

The Council accounts for its purchased licences software as intangible assets, to the extent that the software is not an integral part of a particular Information Communications and Technology (ICT) system and accounted for as part of the hardware item or Property, Plant and Equipment. The Council also includes Housing Nomination Rights, which has been assigned following capital investment in a number of affordable housing projects.

Notes to Core Financial Statements

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 lives assigned to the major software suites are up to 7 years and for Housing Nomination Rights up to 40 years.

The carrying amount of intangible assets is amortised on a straight-line basis. The amortisation of £334k charged to revenue in 2020/21 for software was charged to ICT Administration and then absorbed as an overhead across the entire service heading in Net Cost of Services. It is not possible to quantify exactly how much of the amortisation is attributable to each service heading. The amortisation of £6k charged to revenue for 2020/21 for Housing Nomination Rights was charged to the Housing General fund in Net Cost of Services. The Council holds intangible assets at historical costs. The movement on Intangible asset balances during the year is as follows:

	2020/21		
	Software Licenses	Housing Nomination Rights	Total
	£'000	£'000	£'000
Balances at start of the year			
Gross Carrying Amount	2,609	303	2,912
Accumulated Impairment	(51)	0	(51)
Accumulated Amortisation	(1,455)	(206)	(1,661)
Net Carrying Amount at Start of Year	1,103	97	1,200
Additions:			
Purchases	123	0	123
Amortisation for the Period	(328)	(6)	(334)
Net Carrying Amount at End of Year	898	91	989
Comprising:			
Gross Carrying Amounts	2,732	303	3,035
Accumulated Impairment	(51)	0	(51)
Accumulated Amortisation	(1,783)	(212)	(1,995)
	898	91	989

Notes to Core Financial Statements

	2019/2020		
	Software Licenses	Housing Nomination Rights	Total
	£'000	£'000	£'000
Balances at start of the year			
Gross Carrying Amount	1,756	303	2,059
Accumulated Impairment	(51)	0	(51)
Accumulated Amortisation	(1,278)	(200)	(1,478)
Net Carrying Amount at Start of Year	427	103	530
Additions:			
Purchases	853	0	853
Amortisation for the Period	(177)	(6)	(183)
Net Carrying Amount at End of Year	1,103	97	1,200
Comprising:			
Gross Carrying Amounts	2,609	303	2,912
Accumulated Impairment	(51)	0	(51)
Accumulated Amortisation	(1,455)	(206)	(1,661)
	1,103	97	1,200

26 Heritage Assets

Reconciliation of the carrying value of Heritage Assets held by the Council:

Net Book Value	Public Art Collections	Civic Regalia	Museum Collections	Historic Buildings	Archives	Total
	£'000	£'000	£'000	£'000	£'000	£'000
At 31 March 2021	237	6,580	6,292	21	4,845	17,975
At 31 March 2020	237	6,580	6,292	21	4,845	17,975
At 31 March 2019	237	6,580	6,292	0	4,845	17,954
At 31 March 2018	237	6,580	6,292	0	4,845	17,954
At 31 March 2017	237	6,580	6,292	0	4,845	17,954
At 31 March 2016	237	6,580	6,292	0	4,845	17,954

Further information on Heritage Assets can be found in the accounting policies.

Notes to Core Financial Statements

2020/21	Public Art Collections	Civic Regalia	Museum Collections	Historic Buildings	Archives	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Cost or Valuation						
Balance at start of year	237	6,580	6,292	79	4,845	18,033
Additions	0	0	0	0	0	0
Revaluation Increase/ (Decrease)	0	0	0	0	0	0
Recognised in the CIES	0	0	0	0	0	0
	237	6,580	6,292	79	4,845	18,033
Accumulated Depreciation and Impairment						
Balance at start of year	0	0	0	(58)	0	(58)
Impairments recognised to date	0	0	0		0	0
Balance at end of year	0	0	0	(58)	0	(58)
NBV AS AT 31 MARCH 2021	237	6,580	6,292	21	4,845	17,975

2019/20	Public Art Collections	Civic Regalia	Museum Collections	Historic Buildings	Archives	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Cost or Valuation						
Balance at start of year	237	6,580	6,292	58	4,845	18,012
Additions	0	0	0	21	0	21
	237	6,580	6,292	79	4,845	18,033
Accumulated Depreciation and Impairment						
Balance at start of year	0	0	0	(58)	0	(58)
Balance at end of year	0	0	0	(58)	0	(58)
NBV AS AT 31 MARCH 2020	237	6,580	6,292	21	4,845	17,975

27 Property, Plant and Equipment

Movements on Balance

Movements in 2020/21	Other Land and Buildings	Vehicles, Plant and Equipment	Infrastructure Assets	Community Assets	Assets under Construction	Total Property Plant and Equipment
	£'000	£'000	£'000	£'000	£'000	£'000
Cost Valuation:						
At 1 April 2020	128,576	21,623	1,443	130	20,066	171,838
Adjustments to opening balance	1	(1)	(1)	1	2	2
Additions	893	2,177	0	15	9,307	12,392
Revaluation Increases/Decreases to Revaluation Reserve	0	0	0	0	0	0
Revaluation Decreases to Surplus/Deficit	0	0	0	0	0	0
Revalued Assets- no net increase (impairment reversals)	0	0	0	0	0	0
Revalued Assets- depreciation reversals	0	0	0	0	0	0
Revalued Assets - Reversal of Loss	0	0	0	0	0	0
Derecognition - Disposals	0	0	0	0	0	0
Derecognition - Other	0	0	0	0	0	0
Derecognition - Other-Revaluation Reserve	0	0	0	0	0	0
Reclassification and Transfers	0	0	0	0	0	0
Balance as at 31 March 2021	129,470	23,799	1,442	146	29,375	184,232
Accumulated Depreciation and Impairment:						
At 1 April 2020	(5,613)	(17,097)	(256)	(93)	(3,683)	(26,742)
Adjustment to opening balance						0
Depreciation Charge	(2,244)	(933)	(48)	0	0	(3,225)
At 31 March 2021	(7,857)	(18,030)	(304)	(93)	(3,683)	(29,967)
Net Book Value at 31 March 2021	121,613	5,769	1,138	53	25,692	154,265
Net Book Value at 31 March 2020	122,963	4,526	1,187	37	16,383	145,096

Notes to Core Financial Statements

Movements in 2019/20	Other Land and Buildings	Vehicles, Plant and Equipment	Infrastructure Assets	Community Assets	Assets under Construction	Total Property Plant and Equipment
	£'000	£'000	£'000	£'000	£'000	£'000
Cost Valuation:						
At 1 April 2019	121,413	20,869	1,394	173	32,256	176,105
Adjustments to opening balance	(638)	0	(19)	0	0	(657)
Additions	1,453	754	68	1	9,214	11,490
Revaluation Increases/Decreases to Revaluation Reserve	11,465	0	0	0	0	11,465
Revaluation Decreases to Surplus/Deficit	(2,629)	0	0	0	0	(2,629)
Revalued Assets- no net increase (impairment reversals)	20	0	0	0	0	20
Derecognition - Disposals	0	0	0	(44)	(5,851)	(5,895)
Reclassification and Transfers	(2,508)	0	0	0	(15,554)	(18,062)
Balance as at 31 March 2020	128,576	21,623	1,443	130	20,065	171,837
Accumulated Depreciation and Impairment:						
At 1 April 2019	(4,058)	(15,936)	(211)	(93)	(3,683)	(23,981)
Adjustment to opening balance	638	0	0	0	0	638
Depreciation Charge	(2,193)	(1,161)	(45)	0	0	(3,399)
At 31 March 2020	(5,613)	(17,097)	(256)	(93)	(3,683)	(26,742)
Net Book Value at 31 March 2020:	122,963	4,526	1,187	37	16,382	145,095
Net Book Value at 31 March 2019:	117,355	4,933	1,183	80	28,573	152,124

The table above contains 2 amendments from the previously published 2018/19 statement of accounts – these are: -

- £216k reduction in 'Infrastructure' (previously £1,399k now £1,183k)
- £216k Increase in the 'Other land and Building category' (Previously £117,139k now £117,355k)

Notes to Core Financial Statements

Revaluations

The Council carries out a rolling programme that ensures that all Property, Plant and Equipment required to be measured at fair value is revalued at least every five years. All valuations were carried out internally. Valuations of land and buildings were carried out in accordance with methodologies and basis for estimation set out in the professional standards of the Royal Institution of Chartered Surveyors. Valuations of vehicles, plant and equipment, including ICT equipment, are based on historic cost. Greater detail regarding dates and valuations is provided in the Statement of Accounting Policies on page 114.

For valuation purposes, property assets fall into one of the following groups:

- Property, plant and equipment which includes infrastructure, community assets and assets under construction;
- Lease and lease type arrangements.
- Investment Property – property that is used solely to earn rentals, or for capital appreciation, or both; and
- Assets held for sale.

	Other land and buildings	Vehicle, plant & equipment	Infrastructure assets	Community assets	Assets Under Construction	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Carried at historical cost	0	5,769	1,138	53	25,692	22,132
Valued at fair value as at:						
31-Mar-21	(1,351)	0	0	0	0	(1,351)
31-Mar-20	63,934	0	0	0	0	63,934
31-Mar-19	43,034	0	0	0	0	43,034
31-Mar-18	9,217	0	0	0	0	9,217
31-Mar-17	2,586	0	0	0	0	2,586
31-Mar-16	1,620	0	0	0	0	1,620
Prior to 2016	2,573	0	0	0	0	2,573
Gross Book Value	121,613	5,769	1,138	53	25,692	143,744

28 Capital: Expenditure, Financing and Commitments

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 CFR is analysed in the second part of this note.

Notes to Core Financial Statements

2019/20		2020/21
£'000		£'000
44,102	Opening Capital Financing Requirement	38,377
	Capital Investment:	
11,490	Property, plant and equipment	12,392
7,503	Assets held for sale	0
3,759	Investment Properties	0
853	Intangible assets	123
21	Heritage Assets	0
2,499	Revenue expenditure funded from Capital under Statute (Net)	2,294
	Sources of Finance:	
(20,965)	Capital Receipts	(7,021)
(2,948)	Government grants and other contributions	(5,164)
	Sums set aside from revenue:	
(6,729)	Direct revenue contributions	(974)
(864)	Revenue contributions for prudential borrowing schemes	(1,074)
(345)	MRP	(374)
1	Principal repayment of Finance Leases where the Council is the Lessee	(11)
38,377	Closing Capital Financing Requirement	38,568
	Explanation of movements in year:	
(5,725)	Increase in underlying need to borrowing (unsupported by Government Financial	191
(5,725)	Increase/(Decrease) in Capital Financing Requirement	191

Capital Commitments

At 31 March 2021 the Council has entered into a number of contracts and the major commitments are:

	Commitment Contractual	Commitment Non-Contractual
	31-Mar-21	31-Mar-21
	£'000	£'000
Architectural Services	215	0
Car Parks	40	0
Conservation and Heritage	0	46
Enterprise Zone and Industrial Development	5,657	28
Hunstanton Bus Station	766	0
Major Housing Development	25,250	0
Other	0	7
Total	31,928	81

29 Assets Held for Sale

31-Mar-20		31-Mar-21
£'000		£'000
934	Balance Outstanding at Start of the Year	9,754
7,503	Additions	0
3,983	Other movements	0
18,304	Assets newly classified as Held for Sale	0
(20,970)	Assets sold	0
9,754	Balance at End of Year	9,754

30 Short Term Receivables

31-Mar-20		31-Mar-21
£'000		£'000
2,546	Central Government bodies	1,543
2,544	Local Authorities	7,274
119	NHS Bodies	261
6,655	Other entities and individuals	11,959
11,865	Sub Total	21,037
(2,215)	Allowance for doubtful debt (other entities and individuals)	(2,635)
9,650	Total	18,402

31 Long Term Receivables

31-Mar-20		31-Mar-21
£'000		£'000
3,624	Other entities and individuals	4,732
137	Finance Lease	137
3,761	Sub Total	4,869
(26)	Allowance for doubtful debt (other entities and individuals)	(27)
3,735	Total	4,842

32 Short Term Payables

31-Mar-20		31-Mar-21
£'000		£'000
(7,529)	Central Government bodies	(24,627)
(1,500)	Local Authorities	(3,281)
0	NHS Bodies	(2)
(5,592)	Other entities and individuals	(11,973)
(14,621)	Total	(39,883)

33 Contingent Liabilities

Contingent liabilities are possible obligations that arise from past events and whose existence will be confirmed, only by the occurrence of one or more uncertain future events that are not wholly within the Council's control. At 31 March 2021, the Council had no material contingent liabilities.

34 Provisions

2019/20	Business Rates Appeals Provision	31-Mar-21
£'000		£'000
(2,132)	Balance at the 1 April	(1,360)
(133)	Additional provisions made in year	(203)
905	Provision unwound in year	619
(1,360)	Balance at the 31 March	(944)

The total provision applied for NNDR based on appeals lodged as at 31 March 2021 is £2.4m (£3.2m 2019/20). The above table reflects the Council's share of the provision at the value of £0.9m (£1.4m 2019/2020). This is based on 40% share in 2020/21 (42.5% in 2019/20 due to the council being within a 75% Business Rates Pilot).

The Council applied the following grants, contributions and donations to the Comprehensive Income and Expenditure Statement in 2020/2021:

35 Grant Income

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 will require the monies or property to be returned to the giver unless those conditions will be met. The balances at the year-

Notes to Core Financial Statements

end are as follows:

2019/20		2020/21
£'000	Taxation and Specific Government Grant Income:	£'000
0	Revenue support grant	(624)
(1,020)	New Homes Bonus	(898)
0	Rural Services Delivery Grant	(463)
(1,020)	Sub-Total	(1,985)
(2,853)	Section 31 Small Business Relief Grant Credited to NNDR Income	(11,520)
(2,941)	Capital Grants and Contributions	(3,147)
(6,814)	Total Taxation and Specific Non-Service Government Grant Income	(16,652)
	Other Revenue Grant Income:	
(233)	Business Rates cost of collection - MHCLG	(204)
(31,426)	Department for Works and Pensions - Housing Benefit Unit	(30,090)
(168)	Discretionary Housing Payments - DWP	(337)
(1,564)	Disabled Facilities - Better Care Fund	(1,739)
(253)	Homelessness Prevention MHCLG/NCC	(371)
(161)	Local Council Tax Support Administration - MHCLG	(158)
0	Policy and Partnerships - NCC	0
(115)	Rough Sleeping Grant - NCC	(208)
(164)	Lily Phase 4 - NCC	(180)
(111)	Welfare Reform Funding - DWP	(79)
(54)	Heritage Lottery Fund	0
0	Covid 19 Grants	(4,218)
0	Covid 19 Sales, Fees and Charges Grant	(2,355)
(688)	Other	(918)
(34,937)	Total Grant Income to Services	(40,857)
(41,751)	Total Grant Income to General Fund	(57,509)
	Contributions	
(1,733)	Waste Collection Credits – NCC	(1,702)
(546)	Other	(168)
(2,279)	Total Contributions	(1,870)
(44,030)	TOTAL GRANTS AND CONTRIBUTIONS TO GENERAL FUND	(59,379)

36 Financial Instruments

Notes to Core Financial Statements

31-Mar-20		31-Mar-21
£'000		£'000
	Financial Assets	
	Non-Current	
3,735	Debtors	4,842
	Current	
8,197	Investments	16,038
9,650	Debtors	18,402
21,582		39,282
	Financial Liabilities	
	Non-Current	
(10,000)	Borrowings	(10,000)
(235)	Creditors	(224)
	Current	
(6,127)	Borrowings	0
(14,623)	Creditors	(39,883)
(30,985)		(50,107)

All investments and receivables that the Council has on its Balance Sheet are classified as Amortised Cost as they are all simple principal and interest investments with no impairment allowance or other cash flows associated with them.

Reclassification and re-measurement of impairment losses

The code requirements in relation to the reclassification and re-measurement of impairment losses changed on 1st April 2018, during 2018/19 this had no impact on the council as there were no adjustments made to impairment loss allowances as a result of the reclassification of financial assets held on 1st April 2018 from an incurred losses model to an expected losses model for calculations during. This continues to have no effect during 2019/20 and 2020/21.

The Council has made a number of home improvement loans at less than market rates (soft loans). When soft loans are made, a loss is recorded in the Comprehensive Income and Expenditure Statement (debited to the appropriate service) for the present value of the interest that will be foregone over the life of the instrument, resulting in a lower amortised cost than the outstanding principal. Interest is credited at a marginally higher effective rate of interest than the rate receivable, with the difference serving to increase the amortised cost of the loan in the Balance Sheet. Statutory provisions require that the impact of soft loans on the General Fund Balance is the interest receivable for the financial year – the reconciliation of amounts debited and credited to the Comprehensive Income and Expenditure Statement to the net gain required against the General Fund Balance is managed by a transfer to or from the Financial Instruments Adjustment Account. The detailed soft loans information is as follows:

Notes to Core Financial Statements

31-Mar-20	Title of Soft Loan	31-Mar-21
£'000		£'000
859	Opening Balance	903
(54)	- Loans repaid	0
98	Impairment losses	65
903	Balance carried forward	968
1,132	Nominal Value Carried Forward	1,113

Valuation Assumptions

The interest rate at which the fair value of these soft loans has been made is arrived at by taking the authority's prevailing cost of borrowing for the year the loan is advanced and adding an allowance for the risk that the loan might not be repaid. the amount at which it was originally recognised.

For most of the borrowings that the authority has, this means that the amount presented in the Balance Sheet is the outstanding principal repayable (plus accrued interest); and interest charged to the CIES is the amount payable for the year according to the 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 authority'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 (i.e. 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 authority becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value. They are subsequently measured at their amortised cost. 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 instrument. For most of the financial assets held by the authority, 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.

Notes to Core Financial Statements

Expected Credit Loss Model

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

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 authority has a portfolio of a significant number of Home Improvement loans to local residents. It does not have reasonable and supportive information that is available without undue cost of effort to support the measurement of lifetime expected losses on an individual instrument basis. It has therefore assessed losses for the portfolio on a collective basis.

Comprehensive Income and Expenditure Statement disclosures

Items of income, expense, gains or losses

The gains and losses recognised in the Comprehensive Income and Expenditure Statement in relation to financial instruments are made up as follows:

2019/20		2020/21
£'000		£'000
	Surplus or Deficit on the Provision of Services	
	Interest revenue:	
(535)	Financial assets measured at amortised cost	(266)
(535)	Total Interest Revenue	(266)
451	Interest payable	397
451	Total Interest Payable	397
	Other Comprehensive Income and Expenditure	
	Interest revenue:	
0	Financial assets measured at amortised cost	0
0	Total Interest Revenue	0
0	Interest payable	0
0	Total Interest Payable	0

Fair Value

The Fair Values of Financial Assets and Financial Liabilities

Notes to Core Financial Statements

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

- For loans from the PWLB payable, PWLB prevailing market rates have been applied to provide the fair value under PWLB debt redemption procedures;
- For loans receivable prevailing benchmark market rates have been used to provide the fair value;
- No early repayment or impairment is recognised;
- Where an instrument has a maturity of less than 12 months or is a trade or other receivable the fair value is taken to be the carrying amount or the billed amount;
- The fair value of trade and other receivables is taken to be the invoiced or billed amount.

The fair values calculated are as follows:

Financial Instruments measured at Amortised Cost

31-Mar-20		Financial Liabilities	31-Mar-21	
Carrying Amount	Fair Value		Carrying Amount	Fair Value
£'000	£'000		£'000	£'000
0	0	PWLB debt		
(10,000)	(15,684)	Non-PWLB debt	(10,000)	(16,159)
(6,000)	(6,033)	Short term borrowing	0	0
(14,621)	(14,621)	Short term creditors	(39,883)	(39,883)
(13)	(13)	Long term creditors	(13)	(13)
(236)	(236)	Long term finance lease liability	(224)	(224)
(30,870)	(36,587)	Total Liabilities	(50,120)	(56,279)

The fair value of the liabilities is greater than the carrying amount because the Council's portfolio of loans includes a number of fixed rate loans where the interest rate payable is higher than the rates available for similar loans in the market at the balance sheet date.

Notes to Core Financial Statements

31-Mar-20		Financial Assets	31-Mar-21	
Carrying Amount	Fair Value		Carrying Amount	Fair Value
£'000	£'000		£'000	£'000
6,850	6,864	Money market funds < 1 year	16,237	16,237
5,140	5,140	Cash	7,831	7,831
8,000	8,166	Short term investments	16,000	16,000
9,650	9,650	Short term debtors	18,402	18,402
3,735	3,735	Long term debtors	4,842	4,842
33,375	33,555	Total Assets	63,312	63,312

The Council held Money Market Funds. The purpose was solely to collect the repayment of interest and principal. The business model for the Money Market Funds is therefore not based on any other objective of generating profit. The investments have therefore been held at amortised cost.

The fair value of the assets is greater than the carrying amount because the Council's portfolio of loans includes a number of fixed rate loans where the interest rate payable is higher than the rates available for similar loans in the market at the balance sheet date.

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

37 Nature and Extent of Risks Arising from Financial Statements

The Authority's activities expose it to a variety of financial risks. The key risks are:

- **Credit risk** - the possibility that other parties might fail to pay amounts due to the Council;
- **Liquidity risk** - the possibility that the Council might not have funds available to meet its commitments to make payments;
- **Re-financing risk** - the possibility that the Council might be requiring to renew a financial instrument on maturity at disadvantageous interest rates or terms;
- **Market risk** - the possibility that financial loss might arise for the Council as a result of changes in such measures as interest rates or 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.

The procedures for risk management are set out through a legal framework based on the Local Government Act 2003 and associated regulations. These require the Council to comply with the CIPFA Prudential Code, the CIPFA Code of Practice on Treasury Management in the Public Services and investment guidance issued through the Act. Overall, these procedures require the Council to manage risk in the following ways:

- by formally adopting the requirements of the CIPFA Treasury Management Code of Practice;
- by the adoption of a Treasury Policy Statement and treasury management clauses within its financial regulations/standing orders/constitution;

- by approving annually in advance prudential and treasury indicators for the following three years limiting:
 - The Council's overall borrowing;
 - Its maximum and minimum exposures to the maturity structure of its debt;
 - Its management of interest rate exposure;
 - Its maximum annual exposures to investments maturing beyond a year;
 - by approving an investment strategy for the forthcoming year setting out its criteria for both investing and selecting investment counterparties in compliance with Government guidance;

These are required to be reported and approved at or before the Council's annual Council Tax setting budget or before the start of the year to which they relate. These items are reported with the annual treasury management strategy which outlines the detailed approach to managing risk in relation to the Council's financial instrument exposure. Actual performance is also reported after each year, as is a mid-year update.

Credit Risk

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

This risk is minimised through the Annual Investment Strategy, which is available on the Authority's website.

Credit Risk Management Practices

The authority's credit risk management practices are set out in the Annual Investment Strategy. With particular regard to determining whether the credit risk of financial instruments has increased significantly since initial recognition.

The Annual Investment Strategy 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 & Poor's Credit Ratings Services. The Annual Investment Strategy also considers maximum amounts and time limits with a financial institution located in each category.

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 has a policy in place to try and reduce credit risk on tenants. This involves obtaining a bank reference and two trade references for new leases, in addition to accounts and credit checks. If the Council is aware of a new tenant leasing other commercial property, a reference is also obtained from their landlord. In some circumstances a surety may also be requested. In all cases a three month deposit is required.

Income Recovery

To reduce credit risk, there is a policy in place to ensure timely collection of outstanding amounts.

Notes to Core Financial Statements

Payment terms are set up on accounts when they are opened. Computer generated reminders are issued a week after the term expires and a second reminder is sent after a further 14 days. Following on from this if the debt remains unpaid it is passed for further recovery action.

The following table analyses overdue Receivables (both short and long term) and shows what allowance, if any, has been made for these debts as laid out within the Accounting policies.

2019/20				2020/21		
Debt Outstanding	Allowance in Accounts	Net Liability		Debt Outstanding	Allowance in Accounts	Net Liability
£'000	£'000	£'000		£'000	£'000	£'000
1,681	(28)	1,653	0 to 3 months	3,491	(98)	3,393
36	(5)	30	4 to 6 months	644	(96)	548
34	(7)	27	7 to 12 months	779	(156)	623
225	(113)	113	Over one year	0	0	0
1,976	(153)	1,823	Total	4,914	(350)	4,564

This table excludes the allowance for Council Tax, NNDR and Overpaid Housing Benefits.

Amounts Arising from Expected Credit Losses

The changes in loss allowance for debtors at amortised cost during the year are as follows:

	12 month Expected Credit Losses	Lifetime Expected Credit Losses – Simplified Approach	Total
	£'000	£'000	£'000
Long-Term Debtor			
Opening balance as at 1 April 2020	0	168	168
b/fwd rounding difference	0	2	2
New financial assets originated	0	0	0
Repayments in year	0	(63)	(63)
Accrued Interest		9	9
Other changes: Impairment	0	0	
As at 31 March 2021	0	116	116

Long-term debtors include the impairment of a collateralised asset where the asset has been taken by the Council, and there is not any anticipated overall loss to the Council. The overall impact of this impairment is negligible and will be offset by income receivable over the life of the asset taken.

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 Treasury Management Code of Practice. This seeks to ensure that cash is available when needed.

Notes to Core Financial Statements

The Council has ready access to borrowings from the money markets to cover any day to day cash flow need, and the PWLB and money markets for access to longer term funds. The Council is also required to provide a balanced budget through the Local Government Finance Act 1992, which ensures sufficient monies are raised to cover annual expenditure. There is therefore no significant risk that it will be unable to raise finance to meet its commitments under financial instruments.

Market risk

The maturity analysis of financial liabilities is as follows:

31-Mar-20		31-Mar-21
£'000		£'000
6,210	Less than 1 year	181
81	Between 1 and 2 years	86
207	Between 2 and 5 years	198
10,224	More than 5 years	10,189
16,722	Total	10,654

Interest rate risk - The Council is exposed to interest rate movements on its borrowings and investments. Movements in interest rates have a complex impact on the Council, depending on how variable and fixed interest rates move across differing financial instrument periods. For instance, a rise in variable and fixed interest rates would have the following effects:

- Borrowings at variable rates – the interest expense charged to the Comprehensive Income and Expenditure Statement will rise;
- Borrowings at fixed rates – the fair value of the borrowing will fall (no impact on revenue balances);
- Investments at variable rates – the interest income credited to the Comprehensive Income and Expenditure Statement will rise; and
- Investments at fixed rates – the fair value of the assets will fall (no impact on revenue balances).

Borrowings are not carried at fair value on the balance sheet, so nominal gains and losses on fixed rate borrowings would not impact on the Surplus or Deficit on the Provision of Services or Other Comprehensive Income and Expenditure. However, changes in interest payable and receivable on variable rate borrowings and investments will be posted to the Surplus or Deficit on the Provision of Services and affect the General Fund Balance. Movements in the fair value of fixed rate investments that have a quoted market price will be reflected in the Other Comprehensive Income and Expenditure Statement.

The Council has a number of strategies for managing interest rate risk. The Annual Treasury Management Strategy draws together Council's prudential and treasury indicators and its expected treasury operations, including an expectation of interest rate movements. From this Strategy a treasury indicator is set which provides maximum limits for fixed and variable interest rate exposure. The central treasury team will monitor market and forecast interest rates within the year to adjust exposures appropriately. For instance, during periods of falling interest rates, and where economic circumstances make it favourable, fixed rate investments may be taken for longer periods to secure better long term returns, similarly the drawing of longer term fixed rates borrowing would be postponed.

According to this assessment strategy, at 31 March 2021, if all interest rates had been 1% higher (with all other variables held constant) the financial effect would be:

Notes to Core Financial Statements

31-Mar-20		31-Mar-21
£'000		£'000
0	Increase in interest payable on variable rate borrowings	0
0	Increase in interest receivable on variable rate investments	0
3,748	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	3,885
0	Impact on Surplus or Deficit on the Provision of Services	0
3,748		3,885

The approximate impact of a 1% fall in interest rates would be as above but with the movements being reversed.

Price risk - The Council, excluding the pension fund, does not generally invest in equity shares or marketable bonds.

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.

38 Going Concern

The CIPFA Code confirms that local authority accounts must be prepared on a going concern basis.

Following the outbreak of Coronavirus in March 2020, a number of measures were put in place to limit the spread of the virus.

The restrictions have created significant issues for many businesses and residents and as a result from April 2020, Council income was affected detrimentally as payers sought to defer payments or were unable to pay at all. The government has provided some support for lost income and additional costs borne by authorities because of the pandemic. The Council has been allocated un-ringfenced Covid-19 grant of £1.15 million in 2021/22. In addition to this £0.651m of Covid-19 support grant received in 2020/21 was transferred to reserves. The Council has also submitted claims against the Sales, Fees and Charges Scheme to the value of £0.11m to support the loss of income in this respect.

Our most recent balances compared to the year-end reported in these statements is as follows.

Date		General Fund	Earmarked reserves
31-Mar-21	Balances	£9.0m	£37.1m
31-Mar-22	Balances	£9.3m	£23.1m

The Earmarked Reserves contain a one-off Tax Income Guarantee from Government of £11m received in 2020/21 that will be repayable in relation to both the Council Tax and Business Rates Collection funds. We have carried out an assessment of the impact of Covid-19 on our future finances and we are satisfied that there is no material uncertainty relating to the Council's going concern. Through our assessment as at 31 August 2021 we have identified that in 2021/22 we expect

Notes to Core Financial Statements

total income reductions due to COVID-19 to be £0.37m and additional costs have been estimated at £0.33m based on the expectations of the Council's Service leads.

The Council has undertaken an assessment of our liquidity position and cash flow forecasting through to March 2023 which demonstrates a positive cash position across the whole period without the need for borrowing. Currently the Council has long-term borrowing of £10.0m. These loans are not required to be repaid in the period covered by the current Medium Term Financial plan. Our budget and medium-term plan was set in the context of additional Covid-19 cost and income pressures continuing into 2021-22 and beyond.

Therefore, taking account of all the above factors, we expect our 2021/22 outturn to result in a contribution to our general fund balance of £436k. The General Fund balance would then have a predicted balance of £9.0m at 31 March 2022.

The Council has undertaken cash flow modelling through to March 2023 which demonstrates the Council's ability to work within its Capital Financing Requirement and Cash management framework, with headroom of £43 million.

The Council thereby concludes that it is appropriate to prepare the financial statements on a going concern basis, and that the Council will be a going concern, 12 months from the date of the audit report, based on its cash flow forecasting and the resultant liquidity position of the Council, taking account of the cash and short-term investment balances of £29.5m as at 31 August 2021 and the ability for short-term borrowing under the Council's Treasury Management Policy. This demonstrates that the Council has sufficient liquidity over the same period.

39 Cash Flow from Operating Activities

The cash flows for operating activities include the following items:

31-Mar-20		31-Mar-21
£000		£000
511	Interest received	266
379	Interest paid	(524)
0	Dividends received	0
890	Total	(258)

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

Notes to Core Financial Statements

31-Mar-20		31-Mar-21
£000		£000
3,419	Depreciation	3,225
12,869	Impairment and downward valuations	(686)
105	Amortisation	334
0	Increase/(decrease) in impairment for bad debts	0
2,967	Increase/(decrease) in creditors	25,135
(1,265)	(Increase)/decrease in debtors	(9,829)
22	(Increase)/decrease in inventories	(53)
6,121	Movement in pension liability	2,410
21,028	Carrying amount of non-current assets and non-current assets held for sale, sold or derecognised	0
(3,173)	Other non-cash items charged to the net surplus or deficit on the provision of services	(416)
42,093	Total	20,120

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

31-Mar-20		31-Mar-21
£000		£000
1,831	Proceeds from short-term (not considered to be cash equivalents) and long-term investments (includes investments in associates, joint ventures and subsidiaries)	0
(21,675)	Proceeds from the sale of property, plant and equipment, investment property and intangible assets	(13,558)
(2,941)	Any other items for which the cash effects are investing or financing cash flows	(5,164)
(22,785)		(18,722)

40 Cash Flow from Investing Activities

31-Mar-20		31-Mar-21
£000		£000
(24,361)	Purchase of property, plant and equipment, investment property and intangible assets	(12,530)
0	Purchase of short-term and long-term investments	(8,000)
(1,372)	Other payments for investing activities	(1,107)
21,675	Proceeds from the sale of property, plant and equipment, investment property and intangible assets	13,558
169	Proceeds from short-term and long-term investments	0
3,334	Other receipts from investing activities	4,832
(555)	Net cash flows from investing activities	(3,247)

41 Cash Flow from Financing Activities

31-Mar-20		31-Mar-21
£000		£000
9,000	Cash receipts of short- and long-term borrowing	0
0	Other receipts from financing activities	686
0	Cash payments for the reduction of outstanding liabilities relating to finance leases and on-Balance-Sheet PFI contracts	0
(6,000)	Repayments of short- and long-term borrowing	(6,000)
(2,914)	Other payments for financing activities	1,568
86	Net cash flows from financing activities	(3,746)

Collection Fund Notes

The Collection Fund is an agent's statement reflecting the statutory obligation of billing authorities to maintain a separate Collection Fund. The statement shows the transactions of the billing authority in relation to the collection from taxpayers of Council Tax and National Non-Domestic Rates (NNDR) and its distribution to local government bodies and central government. The purpose of the Collection Fund is to isolate the income and expenditure relating to Council Tax and NNDR. The administrative costs associated with the collection process are charged to the General Fund. We have a statutory requirement to operate a Collection Fund as a separate account to the General Fund as it is an Agency activity of the council and proceeds are shared with precepting partners.

Council tax Collection Fund surpluses declared by the billing authority are apportioned to the relevant precepting bodies in the subsequent financial year. Deficits likewise are proportionately charged to the relevant precepting bodies in the following year. Our council tax precepting bodies are the Office of the Police and Crime Commissioner for Norfolk (OPCCN) and Norfolk County Council (NCC).

In 2013/2014, the local government finance regime was revised with the introduction of the Business Rates Retention scheme. The main aim of the scheme is to give councils a greater incentive to grow their businesses rates base. It does, however, also increase the financial risk due to non-collection and the volatility of the NNDR tax base.

The Business Rates Retention scheme allows us to retain a proportion of our total NNDR growth realised in the year. In 2019/2020 we participated in a in a Norfolk-wide pilot of the 75% Business Rate Retention Scheme and returned to the standard Business Rates Retention scheme in 2020/2021. We remained a part of the Norfolk Business Rates Pool during 2020/2021. The proportionate shares for distributing the business rates income for 2020/2021 were 40% to us, 10% to NCC and 50% to central government.

NNDR surpluses declared by the billing authority in relation to the Collection Fund are apportioned to the relevant precepting bodies in the subsequent financial year in their respective proportions. Deficits likewise are proportionately charged to the relevant precepting bodies in the following year.

The government has now allowed deficits in relation to exceptional balances arising for 2020/2021 to be spread over three years and more information is below.

The national code of practice followed by Local Authorities in England stipulates that a Collection Fund Income and Expenditure account is included in our accounts. The Collection Fund balance sheet meanwhile is incorporated into our consolidated balance sheet.

Impact of Covid-19 on the Collection Fund

The NNDR Collection Fund shows a large deficit for 2020/2021 due to the impact of Covid-19. The forecast for the business rates income for 2020/2021 was completed in January 2020 and calculated the shares of the business rates income to be paid to our preceptors and central government during the year (as shown in Note C1). There is no statutory basis to amend these payments once they are set.

In March 2020 the government announced a series of measures to assist businesses during the Covid-19 pandemic. These included a 100% discount for 2020/2021 for qualifying retail businesses and a 100% discount for qualifying nurseries and early years providers. We awarded £0.100m in Nursery Discount and £21.980m in Expanded Retail Discount for 2020/2021– over a third of our Gross Rates Payable for the year. These reliefs reduced the amount of business rates we could collect, but we still had to pay the original shares to our preceptors. This caused a deficit on the Collection Fund. The government will fully compensate billing authorities for the cost of the reliefs through a s31 grant.

Collection Fund Notes

The government also established a council tax Covid-19 Hardship Fund for 2020/2021, to further reduce the council tax liability for working age people in receipt of council tax support by up to £150. We were awarded £1.036m and our 2020/2021 scheme cost £0.480m. The grant was paid to the General Fund and a statutory transfer made to the Collection Fund to compensate for the reduction in collectible council tax. The remaining balance of £0.556m will be used to provide a similar scheme in 2021/2022.

As a further measure to assist local authorities with the impact of the pandemic, the government introduced a scheme to phase the repayment over three years of deficits on the Collection Fund for 'exceptional amounts' due to Covid-19. This excludes any amounts brought forward from previous years, and the impact of the Covid-19 grants, but includes losses on in-year collection. We reported an exceptional balance of £0.336m on the Council Tax Collection Fund, and no exceptional balance on the NNDR Collection Fund due to growth within the business rates base during the year.

Collection Fund Notes

General

These accounts represent the transactions of the Collection Fund, which is a statutory fund separate from the main accounts of the Council. The Collection Fund has been prepared on an accruals basis.

2019/21				2020/21		
£'000	£'000	£'000		£'000	£'000	£'000
			Income			
46,365		46,365	Non-domestic ratepayers	27,477		27,477
	93,565	93,565	Council Tax		97,292	97,292
46,365	93,565	139,930	Total Income	27,477	97,292	124,769
			Expenditure			
			Apportionment of Previous Year Surplus (Deficit)			
(173)	0	(173)	Central Government	333	0	333
(138)	313	175	Borough Council of King's Lynn & West Norfolk	662	424	1,086
(35)	2,290	2,255	Norfolk County Council	550	3,050	3,600
0	397	397	OPCCN	0	567	567
		0	Precepts, Demands and Shares			
10,984	0	10,984	Central Government	21,998	0	21,998
21,152	6,442	27,594	Borough Council King's Lynn & West Norfolk	20,294	6,777	27,071
14,280	69,717	83,997	Norfolk County Council	4,400	73,630	78,030
0	12,952	12,952	OPCCN	0	13,674	13,674
0	3,250	3,250	Parish/Special Expenses	0	3,411	3,411
		0	Charges to Collection Fund			
224	0	224	Cost of Collection Allowance	223	0	223
(2,133)	0	(2,133)	Non-Domestic Rates Provision for Appeals	(839)	0	(839)
68	147	215	Bad Debt Provisions	184	147	331
136	268	404	Write-offs of uncollectable amounts	69	268	337
44,365	95,776	140,141	Total Expenditure	47,874	101,948	149,822
2,000	(2,211)	(211)	(Deficit)/Surplus arising during the year	(20,397)	(4,656)	(25,053)
(550)	3,284	2,734	(Deficit)/Surplus brought forward 1st April 2020	1,450	1,073	2,523
1,450	1,073	2,523	(Deficit)/Surplus carried forward 31 March 2021	(18,947)	(3,583)	(22,530)

Collection Fund Notes

C1 Income from Business Ratepayers

We collect NNDR for our area based on local rateable values provided by the Valuation Office Agency (VOA) multiplied by a uniform business rate standard or small business multiplier set nationally by central government. In previous financial years the total amount due, less certain allowances, was paid to a central pool administered by central government and redistributed to local authorities based on a standard amount per head of the local adult population.

In 2013/2014, the Business Rates Retention scheme was introduced, aiming to give councils a greater incentive to grow businesses but also increasing the financial risk due to volatility and non-collection of rates and the impact of changes and appeals. Instead of paying NNDR to the central pool, the NNDR income is distributed between central and local government, with local authorities retaining a proportion of the total collectible rates.

Central government set a baseline level for each council identifying the expected level of retained business rates, and a system of top ups or tariffs to ensure that all authorities receive their baseline amount. Tariffs due from authorities who are not in a Pool are payable to central government and used to finance the top ups to those authorities who do not achieve their targeted baseline funding. Tariffs for those in a Pool are payable to the Pool lead. As we were part of the Norfolk Business Rates Pool in 2020/2021 we paid a tariff to the value of £11.4m to Norfolk County Council as the lead authority.

The total business rates income for 2020/2021 was estimated in January 2020 at £48.419m, with shares payable of £22.3m to Central Government, £4.9m to Norfolk County Council and £21.2m (including Renewable Energy Contributions) to ourselves.

Additional growth above the agreed baseline is calculated after the year end and split between us and the Business Rates Pool. Growth of £4.1m above the baseline was achieved of which 50% is retained by us and 50% distributed in accordance with the Norfolk Pool Governance Agreement. The growth for 2020/2021 was higher than expected due to a number of self-catering properties moving into the Business Rates list following the introduction of the government's Covid-19 measures. The local Power Station was also brought back online from November 2019 and their rateable value increased from £85,000 to £1,800,000. This resulted in a large adjustment to the business rates list during 2020/2021 backdated to November 2019.

For 2020/2021, the total non-domestic rateable value at the year-end is £123.3m (£119.3m in 2019/2020). The national multipliers for 2020/2021 were 49.9p for qualifying Small Businesses, and a standard multiplier of 51.2p for all other businesses (49.1p and 50.4p respectively in 2019/2020) (Business Rates Information Letter 2/2020).

The table below shows the total contribution to the NNDR Pool for the year.

2019/20	Contribution to the NNDR Pool	2020/21
£'000		£'000
58,295	Gross non-domestic rates payable	61,130
(12,166)	Less Allowances and other adjustments	(33,765)
236		112
46,365	Net Contribution to NNDR pool	27,477

We are required to make a provision for refunds and losses as a consequence of successful appeals made in respect of rateable values. Appeals are charged and provided for in the proportion of the precepting shares. The total provision for 2020/2021 has been calculated as £2.36m.

Collection Fund Notes

2019/20	Non-Domestic Rates Appeals Provision	2020/21
£'000		£'000
	In Year Appeals	
725	Balance at 1 April	717
(205)	Adjustment in Year inc Settled Appeals	(510)
197	Adjustment in year	(8)
717	Balance at 31 March	199
	Back Dated Appeals	
4,606	Balance at 1 April	2,481
(134)	Adjustment in Year inc Settled Appeals	(1,036)
(1,991)	Adjustment in year	716
2,481	Balance at 31 March	2,161
3,198	NNDR Appeals Provision	2,360

C2 Council Tax

Each council calculates the amount of its council tax by dividing its requirements for the year by its tax base.

The tax base is the number of dwellings in the area belonging to each valuation band, modified to take account of the multipliers applying to dwellings in each band and the discounts, reductions and proportion of the council tax which the Council expects to be able to collect. Due to previous Collection Fund surpluses we do not include any losses in collection, however we also do not factor in any allowance for future growth. The taxbase was steadily increasing during 2019/2020 and this growth offset any losses in collection.

Valuation Band	Range of values at 1 April 1991	Total Dwellings	Number of Chargeable Dwellings	Dwellings after Discounts & Exemptions	Ratio to Band D	Band D Equivalent
A*	*			49	5/9	27
A	Up to £40,000	24,308	23,019	16,028	6/9	10,685
B	£40,001-£52,000	17,548	17,106	14,299	7/9	11,122
C	£52,001-£68,000	13,560	13,252	11,728	8/9	10,425
D	£68,001-£88,000	9,580	9,323	8,516	9/9	8,516
E	£88,001-£120,000	4,958	4,814	4,479	10/9	5,474
F	£120,001-£160,000	2,498	2,442	2,327	11/9	3,361
G	£160,001-£320,000	1,094	1,073	1,017	12/9	1,695
H	More than £320,000	109	108	97	13/9	193
Total		73,655	71,137	58,540		51,498
MOD Dwellings						482
Total Taxbase						51,980

*Entitled to a disabled relief reduction

Collection Fund Notes

The council set a precept of £6,776,630 representing a Band D Council Tax charge of £130.37 for its services. In addition, Special Expenses under section 34(1) of the Local Government Finance Act 1992, totalling £725,790 and Parish Precepts totalling £2,685,454 were levied, averaging £65.63 for a Band D property. The total precept for the year was £10,187,874.

Norfolk County Council set a precept of £73,629,765 representing a Band D charge of £1,461.51 and the Norfolk Police and Crime Commissioner set a precept of £13,674,300 representing a Band D charge of £263.07. The total average Band D Council Tax charge for 2020/2021 is £1,875.58. Reductions are made under the Council Tax Support Scheme regulations for people on lower incomes

Collection Fund Notes

C3 Share of Balance

The balance of the Collection Fund at 31 March 2020 stands at £2.5m Surplus (2018/2019 £2.7m Surplus). This amount is shared as follows:

Collection Fund Balance Sheet						
31-Mar-20				31-Mar-21		
Non Domestic Rates	Council Tax	TOTAL		Non Domestic Rates	Council Tax	TOTAL
£'000	£'000	£'000		£'000	£'000	£'000
4,238	(651)	3,587	Cash held by KLWNBC	(16,998)	(6,088)	(23,086)
1,208	4,493	5,701	Debtors	1,272	5,751	7,023
(518)	(1,549)	(2,067)	Receipts in Advance	(128)	(1,764)	(1,892)
(399)	(1,220)	(1,619)	Impairment Provision	(583)	(1,550)	(2,133)
(3,199)	0	(3,199)	Appeals Provision	(2,360)	0	(2,360)
(1,450)	(1,073)	(2,523)	Fund Surplus	18,951	3,651	22,602
136	0	136	EZ & Renewable Energy	(42)	0	(42)
(16)	0	(16)	Transitional Protection Payment	(112)	0	(112)
0	0	0	Total	0	0	0

100

Collection Fund Notes

C4 The Collection Fund balance as at 31 March 2021 is a deficit of £22.6m (2019/2020 £2.5m Surplus). This amount is shared as follows:

31-Mar-20				31-Mar-21		
NDR	Council Tax	Total		NDR	Council Tax	Total
£'000	£'000	£'000		£'000	£'000	£'000
312	0	312	Borough Council	(9,450)	0	(9,450)
517	809	1,326	Norfolk County Council	(1,918)	(2,757)	(4,675)
0	150	150	OPCCN	0	(513)	(513)
621	114	735	Central Government	(7,583)	(381)	(7,964)
1,450	1,073	2,523		(18,951)	(3,651)	(22,602)

The Council Tax Collection Fund is showing a deficit due to a miscalculation of the previous year's surplus in the income estimate completed in January 2020. This resulted in an over-estimate of the surplus to be distributed during the year. The deficit resulting from this over-estimate will be recovered during 2021/2022. There is also a small amount attributable to the exceptional balance for 2020/2021 due to Covid-19.

The NDR Collection Fund is showing a deficit due to the Covid-19 reliefs. These were announced in March 2020 so were not included in the figures used to estimate the business rates income and shares in January 2020. Central government has provided a s31 grant to cover the full cost of these reliefs and the shortfall will be recovered in 2021/2022.

Collection Fund Notes

The share of the balances above in our accounts is shown below:

Collection Fund Representation of Debtor, Creditor & Appeals balances in BCKLWN Accounts						
31-Mar-20				31-Mar-21		
NNDR	Council Tax	Total		NNDR	Council Tax	Total
£'000	£'000	£'000		£'000	£'000	£'000
513	470	983	Debtors	509	596	1,105
(220)	(162)	(382)	Receipts in Advance	(51)	(183)	(234)
(170)	(128)	(298)	Impairment Provision	(233)	(160)	(393)
(1,359)	0	(1,359)	Appeals Provision	(944)	0	(944)
(1,462)	585	(877)	Creditors - Local Government	1,738	5,454	7,192
(1,057)	0	(1,057)	Creditors - Central Government	8,531	0	8,531
(483)	66	(417)	Fund Surplus to Collection Fund Adj A/c	7,448	381	7,829
(4,238)	831	(3,407)	TOTAL	16,998	6,088	23,086

General Principles

The Statement of Accounts summarises the Council's transactions for the 2020/21 financial year and its position at the year end of 31 March 2021. The Council is required to prepare an annual Statement of Accounts under the Accounts and Audit (England) Regulations 2015, preparing them in accordance with proper accounting practices. These practices primarily comprise the Code of Practice on Local Council Accounting in the United Kingdom 2019/20 and the Service Reporting Code of Practice 2020/21 supported by International Financial Reporting Standards (IFRS). The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

An underlying assumption for the preparation of the statement of accounts is the concept of a local authority as a going concern, whereby, its functions and services will continue in operational existence for the foreseeable future.

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.

Going concern

The accounts have been prepared on a going concern basis.

Accruals of Income and Expenditure

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

- Revenue from the sale of goods is recognised when the Council transfers the significant risks and rewards of ownership to the purchaser and it is probable that economic benefits or service potential associated with the transaction will flow to the Council.
- Revenue from the provision of services is recognised when the Council can measure reliably the percentage of completion of the transaction and it is probable that economic benefits or service potential associated with the transaction will flow to the Council.
- Supplies are recorded as expenditure when they are consumed – where there is a gap between the date supplies are received and their consumption; they are carried as inventories on the Balance Sheet.
- Expenses in relation to services received (including those rendered by the Council's officers) are recorded as expenditure when the services are received, rather than when payments are made.
- Interest payable on borrowings and receivable on investments is accounted for on the basis of the effective interest rate for the relevant financial instrument rather than necessarily the cash flows fixed or determined by the contract.
- Where revenue and expenditure have been recognised but cash has not been received or paid, a Receivable or Payable for the relevant amount is recorded in the Balance Sheet. Where there is evidence that debts are unlikely to be settled, the balance of Receivables is written down and a charge made to the revenue for the income that might not be collected.

Where the Council is acting as an agent for another party (e.g. in the collection of NNDR and Council Tax), income and expenditure are recognised only to the extent that the commission is receivable by the Council for the agency services rendered or the Council incurs expenses directly on its own behalf in rendering the services.

Accounting Policies

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 investments that mature in three months or less from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value. The Council includes deposits with financial institutions classified as call accounts and notice accounts where the notice period is less than 3 months.

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.

Prior Period Adjustments, Changes in Accounting Policies and Estimate 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 (unless stated otherwise) by adjusting opening balances and comparative amounts for the prior period as if the new policy had always been applied.

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

Charges to Revenue for Non-current Assets

Services, support services and trading accounts are debited with the following amounts to record the cost of holding non-current assets during the year:

- Depreciation attributable to the assets used by the relevant service
- Revaluation and impairment losses on assets used by the service where there are no accumulated gains in the Revaluation Reserve against which the losses can be written off
- Amortisation of intangible Non-current Assets attributable to the service.

The Council is not required to raise Council Tax to cover depreciation, revaluation and impairment losses or amortisations. However, it is required to make an annual provision from revenue to contribute towards the reduction in its overall borrowing requirement. The Council's method of calculating Minimum Revenue Provision is included within the Treasury Management Strategy Statement 2020/21. Certain expenditure reflected within the debt liability is charged over a period which is reasonably commensurate with the estimated useful life applicable to the nature of the expenditure, using equal annual instalments. Depreciation, revaluation and impairment losses and amortisations are therefore replaced by revenue provision 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.

Events after the Balance Sheet Date

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

- Those that provide evidence of conditions that existed at the end of the reporting period – the Statements of Accounts are adjusted to reflect such events

Accounting Policies

- Those that are indicative of conditions that arose after the reporting period - the Statements of Accounts are 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 Statements of Accounts. There have been no such events prior to the authorisation for issue date.

Exceptional Items

When items of income and expense are material, their nature and amount are disclosed separately, either on the face of the Comprehensive Income and Expenditure Statement or in the notes to the accounts, depending on how significant the items are to an understanding of the Council's financial performance.

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 attaching 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 received in the form of grant or contribution are required to be consumed by the recipient as specified or future economic benefits or service potential must be returned to the transferor.

Monies advanced as grants and contributions for which conditions have not been satisfied are carried in the Balance Sheet as Payables. When conditions are satisfied, the grant or contribution is credited to the relevant service line (attributable revenue grants/contributions) 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 account. Where it has been applied, it is posted to the Capital Adjustment account. Amounts in the Capital Grants Unapplied account are transferred to the Capital Adjustment account once they have been applied.

Interests in Companies and Other Entities

The Council has material interests in companies and other entities that have the nature of subsidiaries, associates and jointly controlled entities 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.

Jointly Controlled Operations

Jointly controlled operations are activities undertaken by the Council in conjunction with other organisations that involve the use of the assets and resources of the organisations, rather than the establishment of a separate entity. The Council recognises on its Balance Sheet the assets that it controls and the liabilities that it incurs and debits and credits the Comprehensive Income and Expenditure Statement with the expenditure it incurs and the share of income it earns from the activity of the operation.

Accounting Policies

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 are 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 benefiting from use of the lease 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

Accounting Policies

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 also as part of the gain or loss on disposal (i.e. netted off against the carrying value of the asset at the time of disposal), matched by a lease 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 liability (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 will be 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 paid, the element for the charge for the acquisition of the interest in the property is used to write down the lease asset.

At this point, the deferred capital receipts are transferred to the Capital Receipts Reserve.

The written-off value of disposals is not a charge against Council Tax, as the cost of Non-Current Assets is fully provided for under separate arrangements for capital financing. Amounts are 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.

Reserves

The Council sets aside specific amounts as reserves for future policy purposes or to cover contingencies. Reserves are created by appropriating amounts out of the General Fund Balance 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/Deficit in the Provision of Services in the Comprehensive Income and Expenditure Statement. The reserve is then appropriated back to the General Fund Balance in the Movement in Reserves Statement so that there is no net charge against the Council Tax for the expenditure.

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

Revaluation Reserve

This reserve records the gains and losses arising on the revaluation the Council's Non-current assets from 1 April 2007. Previously, such gains and losses were taken to the Fixed Asset Restatement Account. The balance on the Fixed Asset Restatement Account as at 31 March 2007 was transferred to the Capital Adjustment Account on 1 April 2007.

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

The reserve is also debited with amounts equal to the depreciation charges on assets that have been incurred only because the asset has been revalued i.e. the difference between depreciation charged and that which would have been charged if the asset was held at historic cost. On disposal, the Revaluation Reserve balance for the asset disposed of is written out to the Capital Adjustment Account. The overall balance on the reserve thus represents the amount by which the current value of Non-current assets carried in the Balance Sheet is greater because they are carried at revalued amounts rather than depreciated historical cost.

Capital Adjustment Account

Established on 1 April 2007, the balance is the amalgamation of the Fixed Asset Restatement Account and the Capital Financing Account as at that date. Consequently, the opening balance consists of:

- The consolidation of gains arising from the revaluation of Non-current assets (as previously taken to the Non-current assets Restatement Account);and
- Revenue funds set aside as a provision to repay external loans and the financing of capital payments from capital receipts and revenue reserves (formerly presented in the Capital Financing Account).

The Account accumulates the write-down of the historical cost of Non-current assets as they are consumed by depreciation and impairments or written off on disposal, and the resources that have been set aside to finance capital expenditure. The balance on the Account thus represents timing differences between the amount of the historical cost of Non-current assets that has been consumed and the amount that has been financed in accordance with statutory requirements.

Financial Instruments Adjustment Account

This reserve contains the difference between financial instruments measured at fair value and the balances required to comply with statutory requirements.

Pensions Reserve

Reconciles the payments made for the year to the defined benefits scheme in accordance with the scheme's requirements and the net change in the Council's recognised liability under IAS 19 – Retirement Benefits, for the same period.

Collection Fund Adjustment Account

The Collection Fund Adjustment Account manages the difference arising from the recognition of Council Tax and NNDR income in the Comprehensive Income and Expenditure Statement as it falls due from Council Tax and Business Rate payers compared with the statutory arrangements for paying across amounts to the General Fund from the Collection Fund.

Accumulated Compensated Absences Adjustment Account

The Accumulating Compensated Absences Adjustment 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. Statutory arrangements require that the impact on the General Fund Balance is neutralised by transfers to or from the Account.

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 non-current asset has been charged as expenditure to the relevant service in the Comprehensive Income and Expenditure Statement 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.

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 a court case that could eventually result in the making of a settlement or the payment of compensation.

Provisions are charged as an expense to the appropriate service line in the Comprehensive Income and Expenditure Statement, 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 (e.g. from an insurance claim) it 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.

Employee Benefits

Benefits Payable During Employment

Short Term employee benefits (those that fall due wholly within 12 months of the year end), such as wages and salaries, paid annual leave and paid sick leave, bonuses and non-monetary benefits (e.g. cars) for current employees, are recognised as an expense in the year in which employees render service to the Council. An accrual is made against services in the Surplus or Deficit on the Provision of Services for the cost of holiday entitlements and other forms of leave earned by employees but not taken before the year end and which employees can carry forward into the next financial year. The accrual is made at the remuneration rates applicable in the following financial year. Any accrual made is required under statute to be reversed out of the General Fund Balance by a credit to the Accumulating Compensated Absences Adjustment Account in the Movement in Reserves Statement.

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 appropriate service in the Comprehensive Income and Expenditure Statement when the Council is demonstrably committed to either

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terminating the employment of an officer or group of officers or making an offer to encourage voluntary redundancy.

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 termination benefits related to pensions enhancements and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year end.

Post- Employment Benefits

Employees, subject to certain qualifying criteria, are eligible to join the Local Government Pension Scheme which is a funded defined benefits scheme administered by Norfolk County Council. The pension costs that are charged to the Council's accounts in respect of these employees are equal to the contributions paid to the pension scheme for employees. Further costs arise in respect of certain pensions paid to retired employees on an unfunded basis.

The pension costs included in the accounts in respect of these schemes have been determined in accordance with relevant Government regulations.

The Council complies fully with the requirements of IAS 19.

The policy is to recognise the full liability that the Council has for meeting the future cost of retirement benefits that will arise from years of service earned by employees up to the balance sheet date, net of the contributions paid into the Fund and the investment income they have generated.

Charges to service revenue accounts are based on a share of current service cost (the increase in future benefits arising from service earned in the current year) rather than employer's contributions. In addition, the policy for accounting for discretionary benefits awarded on early retirement is by charging (as past service costs) the projected cost of discretionary awards to the appropriate service in the year that the award decision is made.

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

- Service cost comprising:
 - current service cost – the increase in liabilities as a result of years of service earned this year – allocated in the Comprehensive Income and Expenditure Statement to the services for which the employees worked
 - past service cost – the increase in liabilities as a result of a scheme amendment or curtailment whose effect relates to years of service earned in earlier years – debited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement as part of Non Distributed Costs
 - net interest on the net defined benefit liability (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, taking into account any changes in the net defined benefit liability (asset) during the period as a result of contribution and benefit payments.
- Re-measurements comprising:
 - the return on plan assets – excluding amounts included in the net interest on the net defined benefit liability (asset) charged to the Pensions Reserve as Other Comprehensive Income and Expenditure
 - actuarial gains and losses – changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or

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because the actuaries have updated their assumptions - charged to the Pensions Reserve as Other Comprehensive Income and Expenditure

- Contributions paid to the Norfolk 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 transfers to and from the Pensions Reserve to remove the notional debits and credits for retirement benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end. The negative balance that arises on the Pensions Reserve thereby measures the beneficial impact to the General Fund of being required to account for retirement benefits on the basis of cash flows rather than as benefits are earned by employees.

Financial Instruments

Financial instruments are recognised on the Balance Sheet when the Council becomes a party to the contractual provisions of a financial instrument. They are classified based on the business model for holding the instruments and their expected cashflow characteristics.

Financial Liabilities

They are initially measured at fair value and carried at their amortised cost. Annual charges for interest payable are shown in the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement, and 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.

For the borrowings that the Council has, this means that the amount presented in the Balance Sheet is the outstanding principal repayable, with accrued interest due within one year shown under short term borrowings; and interest charged to the Comprehensive Income and Expenditure Statement is the amount payable for the year according to the 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 cash flow characteristics. There are three main classes of financial assets:

- Financial assets held at amortised cost. These represent loans and loan-type arrangements where repayments or interest and principal take place on set dates and at specified amounts. The amount presented in the Balance Sheet represents the outstanding principal received plus accrued interest. Interest credited to the CIES is the amount receivable as per the loan agreement.
- Fair Value Through Other Comprehensive Income (FVOCI) – These assets are measured and carried at fair value. All gains and losses due to changes in fair value (both realised and unrealised) are accounted for through a reserve account, with the balance debited or credited to the CIES when the asset is disposed of.
- Fair Value Through Profit and Loss (FVTPL). These assets are measured and carried at fair value. All gains and losses due to changes in fair value (both realised and unrealised) are recognised in the CIES as they occur.

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The authority'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 (i.e. where the cash flows do not take the form of a basic debt instrument).

Expected Credit Loss Model

The authority 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 authority.

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 grouped the loans into three groups for assessing loss allowances:

- Group 1 – Commercial investments in line with treasury management policy including counterparties that have external credit ratings of A or better. Loss allowances will be assessed on a group basis using the simplified approach of collective assessment.
- Group 2 – Loans to related parties. Loss allowances for these loans are assessed on an individual basis and / or an individual borrower basis.
- Group 3 – Money Market funds. Loss allowance will be assessed on market value of the investment in the fund.

Financial Assets measured at fair Value through Profit and 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

The fair value measurements of the financial assets are based on the following techniques:

- Instruments with quoted market prices in active markets for identical assets – the market price
- Other instruments with fixed and determinable payments in active markets for identical assets – 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 Authority 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 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

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At initial recognition, an authority may make an irrevocable election to present in Other Comprehensive Income and Expenditure subsequent changes in the fair value of an investment in an equity instrument within the scope of IFRS 9 that is neither held for trading nor contingent consideration recognised by an acquirer in a business combination to which IFRS 3 applies. These equity instruments shall be described as being designated to fair value through other comprehensive income.

Movements in amortised cost are debited/credited to the Surplus or Deficit on the Provision of Services, but movements in fair value debited/credited to Other Comprehensive Income and Expenditure. Cumulative gains/losses on fair value are transferred to the General Fund Balance on de-recognition

Soft Loans

As part of its Private Sector Housing Policy the Council makes loans to private individuals at nil interest. These loans are secured by a charge on the individual's property. This means that market rates of interest have not been charged and these loans are classified as soft loans. When soft loans are made, a loss is recorded in the Income and Expenditure Account for the present value of the interest that will be foregone over the life of the instrument, resulting in a lower amortised cost than the outstanding principal. The Council calculates the loss based on the interest rate charged for borrowing with the Public Works Loan Board as at 1 April of the financial year for a new loan up to 20 years, with a 1% risk premium to cover the possible credit risk arising from non-repayment. Interest is credited at the real effective rate of interest with the difference serving to increase the amortised cost of the loan in the Balance Sheet. Statutory provisions require that the impact of soft loans on the General Fund Balance is the interest receivable for the financial year – the reconciliation of amounts debited and credited to the Comprehensive Income and Expenditure Statement to the net credit required against the General Fund Balance is managed by a transfer to/from the Financial Instruments Adjustment Account in the Movement in Reserves Statement.

Property, Plant and Equipment

Assets that have physical substance 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

All expenditure over £10,000 on the acquisition, creation or enhancement of Property, Plant and Equipment is capitalised on an accruals basis, provided that it is probable that the future economic benefits or service potential associated with the item will flow to the Council and the cost of the item can be measured reliably. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential (i.e. repairs and maintenance) is charged as an expense when it is incurred.

Measurement

Assets are initially measured at cost, comprising:

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

The cost of assets acquired other than by purchase is deemed to be its fair value, unless the acquisition will not increase the cash flows of the Council. In the latter case, the cost of the acquisition is the carrying amount of the asset given up by the Council.

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

Accounting Policies

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

- Infrastructure, assets under construction and community assets – depreciated historical cost
- All other assets – fair value, determined by 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 fair value because of the specialist nature of an asset, depreciated replacement cost is used as an estimate of fair value.

Assets included in the Balance Sheet at fair value are revalued every five years on the basis recommended by CIPFA and in accordance with the Royal Institute of Chartered Surveyor's Standards Valuation Manual (6th Edition), and an interim review is conducted annually, to ensure that their carrying amount is not materially different from their fair value at the year-end. Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains. Exceptionally, gains might be credited to the Comprehensive Income and Expenditure Statement where they arise from the reversal of a revaluation or impairment loss previously charged to a service. Non-current assets are classified into the groupings required by the Code of Practice on Local Council Accounting. During the year assets within the Regeneration portfolio were revalued.

Revaluations

The Council carries out a rolling programme that ensures that all its property, plant and equipment required to be measured at fair value is revalued at least every five years. Valuations of land and buildings were carried out in accordance with the methodologies and bases for estimation set out in professional standards of the Royal Institution of Chartered Surveyors. All properties are valued by RICS qualified staff working for the Council.

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

Fair Value: Land and buildings and investment properties.

Depreciated Historical Cost: Vehicles, plant and equipment, infrastructure and intangibles.

Historic Cost: Community Assets, assets under construction and assets held for sale.

Where decreases in value are identified, the revaluation loss is 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 insufficient balance, the carrying amount of the asset is written down against the relevant service line(s) in the Comprehensive Income and Expenditure Statement.

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

Componentisation

Where an item of property, plant and equipment has major components whose cost is significant in relation to the total cost of the asset and whose useful life differs, the components are depreciated separately, unless the componentisation makes no material difference to the overall depreciation charge. The following de-minimis levels have been set for componentisation of an asset (as the values are not considered significant in relation to componentisation):

- Assets with a total cost of £100,000 or less will not be subject to componentisation.

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- Any components with a cost of 10% or less of the total cost of an asset will not be componentised separately.

Componentisation is considered for new valuations, enhancement expenditure and acquisition expenditure carried out on or after 1 April 2010.

The Council recognises the following levels of components:

- Structure
- Roof
- External Works
- Internal Services

Componentisation is not applicable to land as land is non-depreciable and is considered to have an infinite life.

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 insufficient balance, the carrying amount of the asset is written down against the relevant service lines(s) in the Comprehensive Income and Expenditure Statement

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

Disposals

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 previously recognised losses. 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 or revaluations that would have been recognised had they not been classified as Assets Held for Sale and their recoverable amount at the date of the decision not to sell.

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

Accounting Policies

Amounts received for a disposal in excess of £10,000 are categorised as capital receipts.

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

Depreciation

Depreciation is provided for on all Property, Plant and Equipment assets by the systematic allocation of their depreciable amounts over their useful lives.

Depreciation is calculated on the following bases:

Asset Lives

Buildings (including Structures, Roofing and External works) up to 99 years

Internal Services up to 15 years

Equipment up to 15 years

Vehicles up to 7 years

Where an item of Property, Plant and Equipment asset has major components whose cost is significant in relation to the total cost of the item, the components are depreciated separately.

Revaluation gains are also depreciated, with an amount equal to the difference between current value depreciation charged on assets and the depreciation that would have been chargeable based on their historical cost being transferred each year from the Revaluation Reserve to the Capital Adjustment Account.

Heritage Assets

Heritage Assets are those assets that are intended to be preserved in trust for future generations because of their cultural, environmental or historical associations. They are held by the Council in pursuit of its overall objectives in relation to the maintenance of heritage. The Council's heritage assets include historical buildings, civic regalia, museum collections, works of art and the Borough archives.

- Heritage Assets are recognised and measured (including the treatment of revaluation gains and losses) in accordance with the Council's accounting policies on property, plant and equipment. However, some of the measurement rules are relaxed in relation to heritage assets as detailed below. The assets are deemed to have indeterminate lives and a high residual value; hence the Council does not consider it appropriate to charge depreciation.
- Acquisitions are made by purchase or donation. Purchases are initially recognised at cost and donation are recognised at valuation with valuations provided by the external valuers and with reference to appropriate commercial markets using the most relevant and recent information from sales at auctions.

The Council's collections of heritage assets are accounted for as follows:

Civic Regalia and Art Collection

- The Council's Regalia and Art Collection is reported on the Balance Sheet at market value. The revaluation of these assets is undertaken every 10 years and the latest detailed valuation was carried out during 2011/2012. The valuation is undertaken by an external valuer. The valuers opinion is sought on an annual basis, as to whether it is considered that there has been any material change in the value of these assets.
- The Civic Regalia are on display in the Regalia Rooms at the Tales of the Old Gaol House, which is open to the public on specific days during the year. Full details of opening times are

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available on the Council website. The Art Collection is housed within King's Lynn Town Hall. There is not open public access to the Town Hall although conducted tours can be arranged for groups on request and the Town Hall is open during the annual National Heritage Day in September.

- The Council's Heritage Civic Regalia and Art Collection assets were undertaken by Bonhams 1793 Limited on the basis of Insurance.

Historical Buildings

- Historic buildings owned by the Council include Greyfriars Tower, Red Mount Chapel and Southgates.
- Heritage Buildings are revalued by internal valuers every five years on a fair valued basis as recommended by CIPFA and in accordance with the Royal Institute of Chartered Surveyors Standards Valuation Manual (6th Edition), and an interim review is conducted annually, to ensure that their carrying amount is not materially different from their fair value at the year-end. Greyfriars Towers has been revalued in 2018/2019 and Red Mount Chapel and Southgates were revalued in 2015/2016. These buildings are considered to be National Treasures and as a result are incapable of being valued. They are therefore recorded at nil valuation in the Council's accounts.
- Red Mount Chapel and Southgates are open to the public on specific days between April and September and during the annual National Heritage Day in September. Full details of opening times are available on the Council Website.

Museum Collections

- The museums are run by the Norfolk Museums and Archaeology Service "NMAS" which is regarded as one of the leaders in the museum sector. Through a Joint Committee established under delegated powers by the County and District Councils In Norfolk, the Service runs museums throughout the County to preserve and interpret material evidence of the past with the aim of "bringing history to life".
- The Norfolk County Council provides the secretary and treasurer to the joint committee, employs its staff, and owns a number of properties used by NMAS. However, the majority of collections and related buildings are owned by the relevant District Councils.
- The museum collections are reported in the Balance Sheet on the basis of in-house valuations by the curators and have been undertaken for curatorial and insurance valuation purposes. The museum collection comprises over 43,000 individual items and the vast majority of these items are of relatively low value. Museums with large collections generally cannot afford to buy valuations from auction houses so valuations are made by curators using current information from auction sale catalogues, internet sites, etc. The valuation of the Council's museum collections included in the Balance Sheet largely dates back to 1996 or acquisition cost. It is not considered practicable to obtain a more recent valuation as the cost is not considered to be commensurate with the benefits to users of the financial statements.
- Material items within the collections are stored in secure and controlled conditions and are therefore deemed to have indeterminate lives and a high residual value and the Council does not consider it appropriate to charge depreciation.
- The Lynn Museum is open to the public on specific days during the year.

Borough Archive

- The Borough Archive includes documents, plans, books, maps and manuscripts and is reported on the Balance Sheet at market value.
- The revaluation of these assets is undertaken every 10 years. The latest valuation of the following items was carried out during 2011/2012. The valuation was undertaken by Bonhams 1793 Limited, on basis of Insurance.
- The most significant items held in this category are:
 - Charter granted by King Canute The Red Register
 - Charter granted by King Hardecnut William Asshebourne's book

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- Royal Charter and Letters Patent Tolbooth Court orders
- In addition to the items listed above the Borough Archive contains some 1,250 boxes of diverse archive materials. The latest valuation was carried out during 2012/2013 by Bonhams 1793 Ltd, on basis of Insurance.
- The Borough Archive is located at King's Lynn Town Hall and is open for public access on Fridays throughout the year.

The carrying amounts of heritage assets are reviewed where there is evidence of an impairment, e.g. where an item has suffered physical deterioration or breakage or where doubts arise to its authenticity. Any impairment is recognised and measured in accordance with the Council's general policies on impairment. The Council will occasionally dispose of heritage assets, the proceeds of such items are accounted for in accordance with the Council general provisions relating to the disposal of property, plant and equipment. Disposal proceeds are disclosed separately in the notes to the financial statements are accounted for in accordance with statutory accounting requirements relating to capital expenditure and capital receipts.

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, based on the amount at which the asset could be exchanged between knowledgeable parties at arm's length. 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. However, unrealised gains and losses are not permitted by statutory arrangements to have an impact on the Balance. Therefore the gains and losses are 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.

Rental income received in relation to investment properties is credited to the Financing and Investment Income line and result in a gain for the General Fund Balance.

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 and housing nomination rights) is capitalised when it is expected that future economic benefits or service potential will flow from the intangible asset to the Council.

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. The depreciable amount of an intangible asset is amortised over its useful life (of up to 40 years) 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

Accounting Policies

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.

Inventories

Inventory is stated at the lower of cost, which is either computed on the basis of selling price less the appropriate trading margin (i.e. nursery stock) and net realisable value.

Bad Debt Allowance

General Fund

The following percentages determine the level of Bad Debt Allowance:

Up to 30 days	31-60 days	61-90 days	3-6 months	6-12 months	In excess of 12 Months
0%	5%	10%	15%	20%	50%

The level of allowance specifically for housing benefits bad debts was reviewed in 2019/2020, so that for bad debts in excess of 12 months there is now 100% cover and 44% cover for amounts less than 12 months.

Collection Fund

The respective Bad Debt Allowances are determined using the following percentages:

Council Tax

2020/2021	2019/2020	2018/2019	2017/2018	2016/2017	2015/2016 & previous years
1.5%	10%	10%	50%	70%	100%

Council Tax – Costs Outstanding

2020/2021	2019/2020	2018/2019	2017/2018	2016/2017	2015/2016 & previous years
20%	50%	50%	75%	90%	100%

NNDR

2020/2021	2019/2020	2018/2019	2017/2018 & previous years
25%	50%	100%	100%

VAT

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

The Collection Fund, Council Tax and Business Rates Income

In its capacity as a billing Council, the Council acts as an agent collecting and distributing Council Tax and Business Rates income on behalf of the major preceptors and itself. The Council, as a billing authority, is statutorily required to maintain a separate agency Collection Fund account, into which

Accounting Policies

all transactions relating to collection of business rate and council tax income from taxpayers and distribution to local government bodies and central government are made. This separate account, i.e. the Collection Fund, is accounted for separately from the General Fund.

The Council's share of both Council Tax income and Business Rates income is shown in the Comprehensive Income and Expenditure Account as accrued income. However the amount to be reflected in the General Fund is determined by regulation. Therefore there is an adjustment for the difference between the accrued income and the statutory credit made through the Movement in Reserves Statement and the Collection Fund Adjustment Account.

Provisions and Contingent Liabilities

Provisions

Provisions are made where an event has taken place that gives the Council a legal or constructive obligation that probably requires a financial settlement and a reliable estimate of the obligation can be made. Provisions are debited to the Comprehensive Income and Expenditure Statement and are measured at the best estimate of the expenditure that is likely to be required. When payments are made they are charged to the provision.

Contingent Liabilities

A contingent liability arises from an event which is too uncertain or the amount of the obligation cannot be reliably estimated. The liability is disclosed as a contingent liability within the notes to the accounts. 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.

Group Accounts

1 Introduction

The Code of Practice requires local authorities with interests in subsidiaries, associates and/or joint ventures to prepare group accounts in addition to their own single entity financial statements, unless their interest is not considered material.

The Council is involved with a number of companies and organisations whose assets and liabilities are not included in the Council's single entity statements. In these cases the Council's interest does not extend to a relationship that could be classified as a subsidiary, associate or joint venture. None of these companies are included in the group accounts. For further information on these Joint Arrangements please see note 12.

The Council does have interests in three companies that are classified as a subsidiary, all of which have been considered for consolidation. Three of these are considered to be material to the financial statements. These include Alive Management Ltd, Alive West Norfolk, West Norfolk Housing Company. Details of the companies considered for consolidation are shown below.

The Group Accounts contain the core statements similar in presentation to the Council's single entity accounts but consolidating the figures of the Council with Alive Management Ltd.

The following pages include:

- Group Movement in Reserves Statement
- Group Comprehensive Income and Expenditure Statement
- Group Balance Sheet
- Group Cash Flow Statement
- Notes to the Group Accounts

Basis of Identification of the Group Boundary

In its preparation of these Group Accounts, the Council has considered its relationship with the entities that fall into the following categories:

- Subsidiaries – where the Council exercises control and gains benefits or has exposures to risks arising from this control. These entities are included in the group.
- Associates – where the Council exercises a significant influence and has a participating interest. No material entities meet these criteria to be included in the group.
- Jointly Controlled Entities - where the Council exercises joint control with one or more organisations. No entities identified to be included in the group.
- No Group Relationship – where the body is not an entity in its own right or the Council has an insufficient interest in the entity to justify inclusion in the group financial statements. These entities are not included in the group.

In accordance with this requirement, the Council has determined its Group relationships as follows:

Alive Management Ltd	Subsidiary	Consolidated
Alive West Norfolk Ltd	Subsidiary	Consolidated
West Norfolk Housing Company Ltd	Subsidiary	Consolidated
West Norfolk Property Ltd	Subsidiary	Not Commenced Trading

Group Accounts

2 Subsidiaries

Alive Management Ltd

The company was formed on 9 October 2013 and its principal activity is that of a sports facilities operation company. The Company commenced trading on 1 September 2014.

The Borough Council of King's Lynn and West Norfolk holds 100% of the allotted ordinary shares in Alive Management Ltd. The Company's accounting period for 2018/2019 is from 1 April 2018 to 31 March 2019. The final accounts of the Company for the period ended 31 March 2019 have been audited by Ensors Accountants LLP. Copies of the accounts may be obtained from Companies House or by request to the Council.

The delivery arrangements for the provision of leisure services will change with effect from 1 July 2019. These services will continue to be operated by a wholly owned not-for profit Local Authority Company, Alive West Norfolk. Alive Management Accounts have therefore been prepared on a break-up basis. This has no impact on the preparation of the Group Financial Statements.

Alive West Norfolk

The company was incorporated on 1 February 2019, its principal activity is to provide the operational day to day services for four sports facilities and a theatre including all the catering functions at the facilities.

Sports facilities:

Alive Downham Leisure

Alive Lynnsport

Alive Oasis

Alive St James Pool

Theatre:

Alive Corn Exchange

West Norfolk Housing Company Ltd

West Norfolk Housing Company Ltd was set up by the Council and incorporated on 12th September 2016. During 2018/2019 the transactions were not material, during 2019/20 these transactions have become more substantial and the Company will now be consolidated within the Group Accounts of the Council

As a registered provider of social housing, the principal activity of the company is the provision of social housing in the borough of King's Lynn and West Norfolk.

West Norfolk Property Ltd

Group Accounts

The Company was incorporated on 12th April 2018. The Company as at the 31 March 2019 has not commenced trading. The Borough Council of Kings Lynn & West Norfolk holds 100% of the allotted ordinary shares in West Norfolk Property Ltd.

Group Accounts

Group Movement in Reserves Statement

Movements in Reserves during 2020/21	Council's Usable Reserves	Subsidiary Usable Reserves	Total Group Usable Reserves	Council's Unusable Reserves	Subsidiary Unusable Reserves	Total Group Unusable Reserves	Total Group Reserves
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance at 1 April 2020	(38,752)	(842)	(39,594)	(110,880)	0	(110,880)	(150,474)
Group (Surplus)/Deficit	(17,673)	596	(17,077)		0	0	(17,077)
Other Comprehensive Expenditure and Income			0	20,524		20,524	20,524
Total Comprehensive Expenditure and Income	(17,673)	596	(17,077)	20,524	0	20,524	3,447
Adjustments between Accounting Basis and Funding Basis under Regulations	(2,619)	0	(2,619)	2,619	0	2,619	0
Transfer to/from Earmarked Reserves	974	0	974	(974)		(974)	0
Increase / Decrease in Year 2020/21	(19,318)	596	(18,722)	22,169	0	22,169	3,447
Balance at 31 March 2021 carried forward	(58,070)	(246)	(58,316)	(88,711)	0	(88,711)	(147,027)

Group Accounts

Movements in Reserves during 2019/2020	Council's Usable Reserves	Subsidiary Usable Reserves	Total Group Usable Reserves	Council's Unusable Reserves	Subsidiary Unusable Reserves	Total Group Unusable Reserves	Total Group Reserves
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance at 1 April 2019	(39,334)	(16)	(39,350)	(84,796)	0	(84,796)	(124,146)
Group (Surplus)/Deficit	12,224	(826)	11,398		0	0	11,398
Other Comprehensive Expenditure and Income			0	(37,725)		(37,725)	(37,725)
Total Comprehensive Expenditure and Income	12,224	(826)	11,398	(37,725)	0	(37,725)	(26,327)
Adjustments between Accounting Basis and Funding Basis under Regulations	(11,641)	0	(11,641)	11,641	0	11,641	0
Transfer to/from Earmarked Reserves							
Increase / Decrease in Year 2019/2020	582	(826)	(243)	(26,084)	0	(26,084)	(26,327)
Balance at 31 March 2020 carried forward	(38,752)	(842)	(39,592)	(110,880)	0	(110,880)	(150,473)

Group Accounts

Group Comprehensive Income and Expenditure Statement

2019/20 (Restated)				2020/21		
Gross Spend	Gross Income	Net Spend		Gross Spend	Gross Income	Net Spend
£'000	£'000	£'000		£'000	£'000	£'000
			Services			
4,077	(329)	3,748	Central Services	3,121	(1,107)	2,014
3,831	(2,051)	1,780	Community and Partnerships	3,444	(1,615)	1,829
4,187	(2,568)	1,619	Environment and Planning	2,777	(2,291)	486
16,210	(14,061)	2,149	Operations and Commercial	10,763	(9,967)	796
275	(20)	255	Programme and Projects Delivery	309	0	309
1,974	(1,378)	596	Property and Projects	544	(372)	172
6,872	(1,884)	4,988	Regeneration Housing & Place	1,205	(496)	709
41,652	(33,661)	7,991	Resources	41,835	(34,778)	7,057
374	(14)	360	Chief Executive	286	(7)	279
3,652	(1,171)	2,481	Culture and Leisure	3,812	(208)	3,604
			Group			
362	(389)	(27)	Alive Management Ltd	0	0	0
191	(190)	1	West Norfolk Housing Company Ltd	679	(1,002)	(323)
4,336	(4,188)	148	Alive West Norfolk Ltd	2,934	(2,015)	919
87,993	(61,904)	26,089	Cost of Services	71,709	(53,858)	17,851
		11,204	Other Operating (Income)			2,109
		188	Financing and Investment (Income)			(14,176)
		(26,081)	Taxation and Non-Specific Grant Income			(22,861)
		11,400	(Surplus)\Deficit on Provision of Services			(17,077)
		(18,027)	(Surplus) on Revaluation of PPE			0
		(19,698)	Re-measurement of the net defined benefit liability			20,523
		(37,725)	Other Comprehensive (Income)			20,523
		(26,325)	Total Comprehensive (Income)/Expenditure			3,446

Group Accounts

Group Balance Sheet

31-Mar-20		31-Mar-21
£'000		£'000
146,949	Property, Plant and Equipment	157,132
17,975	Heritage Assets	17,975
28,126	Investment Property	28,126
1,200	Intangible Assets	989
0	Long Term Investments	0
1,949	Long Term Receivables	2,686
196,199	Long Term Assets	206,908
8,181	Short Term Investments	16,038
141	Inventories	157
9,147	Short Term Receivables	18,862
13,386	Cash and Cash Equivalents	24,183
9,754	Assets Held for Sale	9,754
40,609	Current Assets	68,994
(1,359)	Provisions	(944)
(6,126)	Short Term Borrowing	0
(14,705)	Short Term Payables	(40,891)
(81)	Current Tax Liability	(10)
(22,272)	Current Liabilities	(41,845)
(13)	Grants Receipts in Advance	(13)
(10,000)	Long Term Borrowing	(10,000)
(236)	Other Long Term Liabilities	(270)
(53,814)	Pension Liabilities	(76,747)
(64,063)	Long Term Liabilities	(87,030)
150,473	Net Assets	147,027
(39,592)	Usable Reserves	(58,316)
(110,880)	Unusable Reserves	(88,711)
(150,473)	Total Reserves	(147,027)

Group Accounts

Group Cash Flow Statement

2019/20		Note	2020/21
£'000			£'000
(11,518)	Net Surplus or (Deficit) on the Provision of Services	CIES	17,077
42,662	Adjust to Surplus or Deficit on the Provision of Services for Non Cash Movements		20,831
(22,786)	Adjust for Items included in the Net Surplus or Deficit on the Provision of Services that are Investing and Financing Activities		(18,722)
8,358	Net Cash flows from Operating Activities		19,186
(554)	Investing Activities		(3,247)
86	Financing Activities		(3,746)
7,890	Net Increase or Decrease in Cash and Cash Equivalents		12,193
5,496	Cash and Cash Equivalents at the beginning of the Reporting Period		11,990
13,386	Cash and Cash Equivalents at the End of the Reporting Period		24,183

Group Accounts

Notes to the Group Accounts

G1 Accounting Policies

G1.1 General Principles

The Accounting Policies of the Group are the same as those applied to the Council's single entity accounts except for the following policies which are specific to the Group Accounts.

G1.2 Tax Expense

The tax expense represents the sum of the tax currently payable and deferred tax not recognised in other comprehensive income or directly in equity.

The tax payable in respect of the year is based on taxable profit for the year. Taxable profit differs from net profit as reported in the income statement because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates and laws that have been enacted or substantially enacted by the reporting date.

Deferred tax is the tax expected to be payable or recoverable on differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases, used in the computation of taxable profit, and is accounted for using the balance sheet liability method. Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised. Such assets and liabilities are not recognised if the temporary difference arises from initial recognition of goodwill or from the initial recognition of other assets and liabilities (other than in a business combination) in a transaction that affects neither the tax profit nor the accounting profit.

Deferred tax liabilities are recognised for taxable temporary differences arising on investments in subsidiaries, associates and interests in joint ventures, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. The carrying amount of deferred tax assets is reviewed at each reporting date.

Deferred tax is calculated, without discounting, based on the laws enacted or substantially enacted by the reporting date and at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised. Deferred tax is charged or credited in the income statement except when it relates to items charged or credited directly to other comprehensive income or equity, in which case the deferred tax is also dealt with in other comprehensive income or equity.

G2 Tax Expenses of Group Entities

The taxation figure included in the Group Comprehensive Income and Expenditure Statement is zero.

Group Accounts

G3 Defined Contribution Pension Schemes

Alive Management Ltd and Alive West Norfolk are participating employer in the Norfolk Pension Fund.

Borough Council of King's Lynn and West Norfolk employees who transferred from Alive Management Ltd to Alive West Norfolk on the 1st July 2019 were already part of the Local Government Pension Scheme.

The Local Government Pension Scheme is funded by contributions from employee and employer. Members of the Local Government Pension Scheme may also contribute added years to that scheme or take out an Additional Voluntary Contribution scheme, each of which is funded by the employee alone. New Alive West Norfolk employees who are not in the Local Government Pension Scheme are automatically enrolled into the Local Government Pension Scheme unless they have exercised their right to opt out of scheme membership.

Alive Management Ltd and Alive West Norfolk Pension Scheme is accounted for as a defined contribution scheme. The Norfolk County Pension Scheme provides that in the event that a single employer has individuals contributing to the scheme then any remaining liability for benefits payable under the scheme falls on that employer. Since the main participating employers are statutory bodies it is highly improbable that such a liability will ever fall to Alive Management Ltd or Alive West Norfolk. As per the pension fund pooling agreement put in place to stabilise future pension contributions from the trust, all such liabilities would fall to the Borough Council of King's Lynn and West Norfolk.

The employer's contributions rate was 14% of pensionable pay and employee's contribution of:

The contribution rate was reviewed at the scheme's last valuation date, 31 March 2019.

Glossary

Balances	Working balances are needed to finance expenditure in advance of income from precepts and grant. Any excess may be applied, at the discretion of the Authority, to reduce the Council Tax precept or to meet unexpected costs during the year. Balances on holding accounts and funds are available to meet expenditure in future years without having an adverse effect on revenue expenditure.
Budget	A statement of the income and expenditure plan of the Authority over a specified period. The most common is the annual Revenue budget expressed in financial terms which can include other information, e.g. number of staff.
Capital Adjustment Account	Introduced in the 2007 Statement of Recommended Practice, and reflecting the difference between the cost of Non-current assets consumed and the capital financing set aside to pay for them.
Capital Expenditure	Payments made for the acquisition or provision of assets of Long Term value to the Authority e.g. land, buildings and equipment.
Capital Financing	The raising and application of money to pay for capital expenditure. Usually the cost of capital assets is met by borrowing but capital expenditure may also be financed by other means such as leasing or contributions from the revenue accounts, the proceeds of the sale of capital assets, capital grants, and other contributions.
Capital Grants	Grants from the Government or other bodies toward capital expenditure on a specific service or project.
Capital Receipts	Receipts from the sale of Non-current assets. These may be used to finance capital expenditure.
Capital Reserves	An internal account used as an alternative to external borrowing to finance capital expenditure.
Carrying Amount	The value included in the Balance Sheet for Non-current assets is the carrying amount. This is the original cost of the Non-current asset less any depreciation, amortisation or impairment costs and increases/decreases in value or revaluation.
Counterparty	A party to a contract
Current Assets	Assets whose value tends to vary on a day to day basis. It is reasonable to expect that assets under this heading in a balance sheet would be consumed or realised during the next accounting period, e.g. stocks, cash, bank balances and receivables.
Current Expenditure	Expenditure on the day-to-day running of services.
Current Liabilities	Those amounts which will become payable or could be called upon within the next accounting period., e.g. payables, cash overdrawn
Fair Value	An estimate of the market value of an asset or liability for which a market price cannot be determined.
Financial Instrument	Any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Glossary

Financial Instruments Adjustment Account	Contains the difference between financial instruments measured at fair value and the balances required to comply with equipment
Non-Current Assets	These are assets that are likely to be in use by the Authority for more than one year, such as land and buildings and plant and equipment.
General Fund	The main revenue fund of an Authority into which is paid the precept and Government grants and from which is met the cost of providing services.
Government Grants	Payments by Central Government towards local Authority expenditure. They may be specific e.g. Housing Benefits or general e.g. Revenue Support Grant.
Heritage Asset	Heritage assets are those assets that are intended to be preserved in trust for future generations because of their cultural, environmental or historical associations. They are held by the Council in pursuit of its overall objectives in relation to the maintenance of heritage. Heritage assets include historical buildings, archaeological sites, military and scientific equipment of historical importance, historic motor vehicles, civic regalia, orders and decorations (medals), museum and gallery collections and works of art.
Housing Advances	Loans previously given by an Authority to individuals towards the cost of acquiring or improving their homes.
Housing Benefit	Subsidy payments from the Government to persons on low income to reduce rent and / or Council Tax payments due to the Authority or private landlords.
Impairment	A downward revaluation of non-current assets to ensure the carrying value is equal to the recoverable amount.
Intangible Assets	Intangible items may meet the definition of an asset when access to the future economic benefits is controlled by the Authority, either through custody or legal protection. Intangible items include software licences and housing nomination rights.
Irrecoverables	Amounts due from Receivables finally deemed lost to an Authority and written out of the accounts.
Outturn	The actual level of expenditure and income in a particular year.
Precepts	The charge made by County, Police, Borough and Parishes on the Collection Fund to meet their net expenditure.
Rateable Value	The notional annual rental value of a premise to which the rate poundage is applied to determine the rates payable.
Rate Levy	The number of pence in the pound which is applied to the rateable value to determine the rates.
Renewals Reserve	An account an Authority can establish to meet the cost of replacing and renewing its vehicles, plant and equipment.
Revaluation Reserve	Introduced in the 2007 Statement of Recommended Practice, for recording the net gain (if any) from revaluations, depreciation and impairment made after the 1 April 2007.
Revenue Contributions to Capital	The use of revenue monies to finance capital expenditure instead of financing the expenditure from loan, capital receipts, lease or unsupported borrowing.
Revenue Expenditure Funded from Capital under Statute	Capital expenditure that does not result in a new or enhanced asset in the Authority's accounts. An example is improvement grants made to individuals. These are charged to the Income and Expenditure Account.
Revenue Expenditure	Expenditure on day-to-day expenses – principally employees, running expenses of buildings and equipment and capital financing charges.

Glossary

Revenue Support Grant	A grant paid by Central Government to aid Local Authority expenditure generally.
Soft Loans	Loans made at less than market value rates are classified as soft loans.
Trading Operations	Services which are operated partly or wholly on commercial lines, e.g. markets.
Transferred Debt	The amounts in the Authority's Balance Sheet which are still owed to or by other bodies to repay the debt outstanding on assets transferred to or from those authorities. (See Transferred Services).
Transferred Services	Those services which were once administered by one Authority but which, for a variety of reasons, have been transferred into the control of another Authority. It is sometimes necessary for the original Authority to continue to repay loans and this expenditure, together with associated costs is then recovered from the Authority to which the services have been transferred. (See Transferred Debt).
Unsupported Borrowing	A form of capital finance funded by revenue either by increased income or a reduction in costs. There is no Government grant to support this form of funding.

Chief Executive

Borough Council of King's Lynn & West Norfolk
King's Court, Chapel Street, King's Lynn,
Norfolk, PE30 1EX
Tel: (01553) 616200
Fax: (01553) 691663 or 767332
DX57825 King's Lynn,
Email: west-norfolk@west-norfolk.gov.uk

Borough Council of
King's Lynn &
West Norfolk



420-66-10

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Audit Committee		
DATE:	26 September 2022		
TITLE:	Annual Governance Statement 2021 – covering the 2020/21 financial year		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):	Leader/Finance		
REPORT AUTHOR:	Ged Greaves, Corporate Performance Manager		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
<p>The Terms of Reference of the Audit Committee¹ state:</p> <p><i>“The main areas of responsibility for the Audit Committee will be to:</i></p> <p><i>a. Monitor the Council’s responsibilities under the Accounts and Audit Regulations 2015, and approve the Statement of Accounts.</i></p> <p><i>b. Review the Council’s assurance statements, including the Annual Governance Statement (AGS), to check that it properly reflects the risk environment and any actions required to improve it.”</i></p> <p>This report brings the council’s draft Annual Governance Statement (AGS) 2021 to the committee for approval.</p> <p>The preparation and publication of the AGS is a statutory requirement². The document is a public statement that describes and evaluates the council’s overall governance arrangements, in particular how it has complied with its Code of Corporate Governance during a particular financial year. The draft AGS is attached at Appendix A to this report.</p>
KEY ISSUES:
<ol style="list-style-type: none"> 1. CIPFA³ issue guidance and a template to aid authorities in their work on their AGS; this is used as a framework, but the document is written with fresh content each year. 2. Appendix B of the AGS is the action plan devised for the 2021/22 year. 3. Input has been collated from executive directors, assistant directors, service managers and Internal Audit. 4. External Audit will review the final version prior to the final version coming to the Audit Committee.
OPTIONS CONSIDERED:
Options do not apply; the council must prepare, approve and publish a statement.
RECOMMENDATIONS:
<p>The committee is invited to:</p> <ol style="list-style-type: none"> a) Confirm that the Annual Governance Statement 2021 (as attached) properly reflects the risk environment and that actions required to improve it are in hand

¹ As agreed by Full Council in June 2016

² Accounts and Audit Regulations 2015, regulation 6(1)

³ Chartered Institute of Public Finance and Accountancy

b) Approve the Annual Governance Statement 2021 (as attached) and confirm that the Chairman of the Audit Committee should sign accordingly.

REASONS FOR RECOMMENDATIONS:

In order to ensure that the Audit Committee can review, challenge and approve the AGS.

REPORT DETAIL

1. Introduction

1.1 The council's Code of Corporate Governance sets out seven core principles of good governance. These focus on the systems and processes for the direction and control of the council and its activities through which it accounts to, engages with and leads the community. These core principles are:

Principle 1 Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.

Principle 2 Ensuring openness and comprehensive stakeholder engagement.

Principle 3 Defining outcomes in terms of sustainable economic, social, and environmental benefits.

Principle 4 Determining the interventions necessary to optimise the achievement of the intended outcomes.

Principle 5 Developing the entity's capacity, including the capability of its leadership and the individuals within it.

Principle 6 Managing risks and performance through robust internal control and strong public financial management.

Principle 7 Implementing good practices in transparency, reporting, and audit to deliver effective accountability.

1.2 The extent to which the council adheres to these principles is described in the Annual Governance Statement (AGS).

1.3 The preparation and publication of the AGS is a statutory requirement. The AGS is a public statement that describes and evaluates the council's overall governance arrangements during a particular financial year. It includes a self-assessment of the effectiveness of the governance arrangements, across all areas of activity, together with a statement of the actions being taken or required to address any areas of concern.

2. The draft Annual Governance Statement 2021

2.1 The draft AGS has been produced in accordance with relevant guidance and notable practice and a comprehensive review has taken place to ensure that the suggested areas are included in the council's AGS for 2020/21.

- 2.2 Sections 1 and 2 are broadly the same as previous editions of the AGS, these are 'introductory sections'.
- 2.3 Section 3 sets out the seven key principles of our Code of Corporate Governance.
- 2.4 Sections 4 through to 10 are the main body of the document and use the seven key principles as headings with detailed content to reflect practices during the year under review.
- 2.5 Section 11 describes how the council has discharged its responsibility to review the effectiveness of its governance framework including the system of internal control.
- 2.6 Section 12 draws attention to the 'Areas of special interest in terms of governance' that the council has in place. These are significant changes such as changes to the council owned companies e.g. Alive West Norfolk or new aspects of the governance framework e.g. the Town Deal Board.
- 2.7 Section 13 covers 'Known Changes in the 2021/22 year'.
- 2.8 Section 14 covers the council's response to Covid 19 which continued throughout 2020/21 and had a significant impact upon its operations.
- 2.9 Section 15 refers to the Action Plans devised for the 2020/21 year (see Appendix A of the draft AGS) and for the year 2021/22 (see Appendix B of the draft AGS).
- 2.10 The development of the draft AGS, and the consultation process, has engaged service managers, assistant directors and executive directors. In particular, input has been obtained at this stage from the Monitoring Officer, Internal Audit Manager and the S151 Officer. Some content remains to be clarified and is highlighted in the draft document.
- 2.11 Given the period covering the action plan at Appendix B has passed, information on progress has been added.

3. Issues for the committee to consider

- 3.1 The following areas have been identified as aspects the committee may wish to consider:
 - i. Does the AGS cover all areas of our operations?
 - ii. Is it meaningful, easy to read and underpinned by robust evidence?
 - iii. Does it accurately reflect our control structure and a sense of its risks, vulnerabilities and resilience to challenges?
 - iv. Has compliance with the Code of Corporate Governance been assessed and have any departures from it been disclosed and explained?

4.0 Corporate Priorities

Not applicable, the AGS is a statutory requirement.

5.0 Policy Implications

None.

6.0 Financial Implications

None.

7.0 Personnel Implications

None.

8.0 Statutory Considerations

8.1 The adoption of the Annual Governance Statement will be required to comply with the Accounts and Audit Regulations.

9.0 Equality Opportunity Considerations

None.

10.0 Risk Management Implications

10.1 The Annual Governance Statement forms part of the council's overall control framework and will provide reasonable assurance once adopted that the council is complying with the adopted Code of Corporate Governance.

11.0 Recommendations

The committee is invited to:

- c) Confirm that the Annual Governance Statement 2021 (as attached) properly reflects the risk environment and that actions required to improve it are in hand
- d) Approve the Annual Governance Statement 2021 (as attached) and confirm that the Chairman of the Audit Committee should sign accordingly.

12.0 Declarations of Interest / Dispensations Granted

None

Background Papers

CIPFA/SOLACE Framework including Guidance Notes and Addendum
Cabinet / Panel agendas
Code of Corporate Governance
Various policies, strategies, procedures
Council Constitution



FINAL DRAFT

Annual Governance Statement 2021

For the 2020/21 financial year

1. Scope of responsibility

- 1.1 The [Borough Council of King's Lynn and West Norfolk](#) is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. The council also has a statutory duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of the above.
- 1.2 The council has a [Code of Corporate Governance](#) in place which sets out how the council intend to apply the principles of corporate governance, in accordance with '[Delivering Good Governance' within the Local Government CIPFA/ SOLACE Framework](#). The code is on our [website](#) at www.west-norfolk.gov.uk. The code was reviewed by Audit Committee during 2018/19.
- 1.3 This [Annual Governance Statement](#) explains how the council has complied with the code and also meets the requirements of the Accounts and Audit Regulations 2015, regulation 6(1) which requires all relevant bodies to conduct a review of the effectiveness of the system of internal control and prepare a statement.

2. The purpose of the governance framework

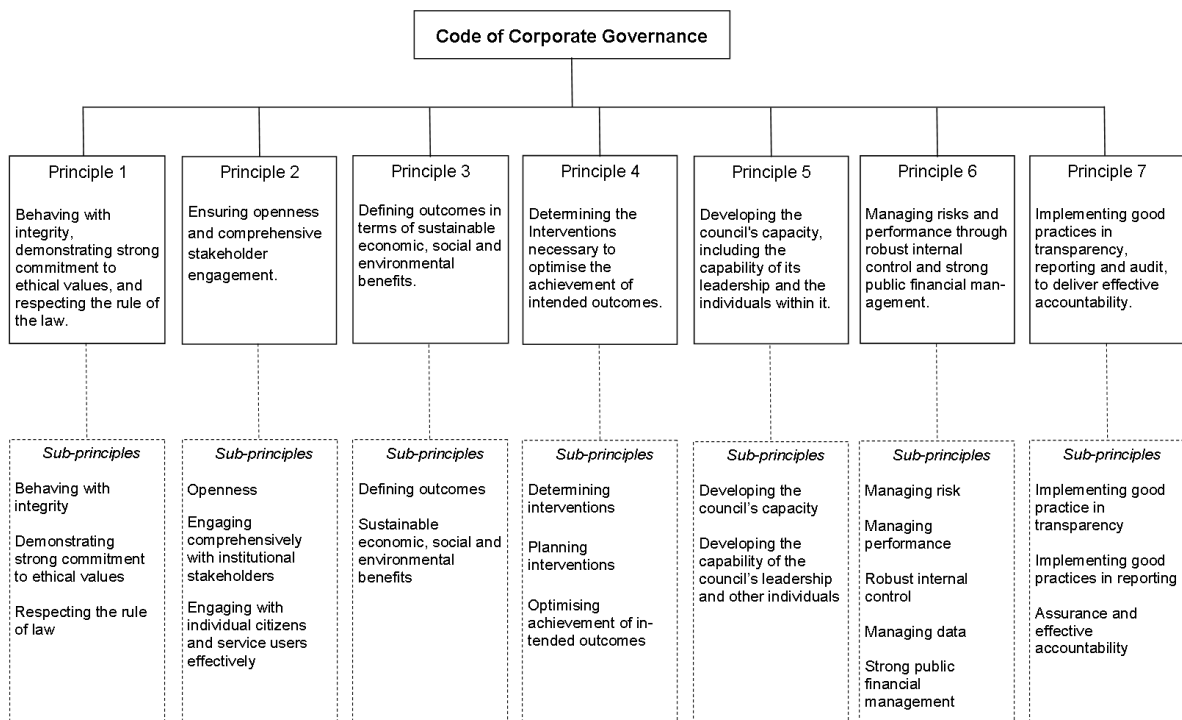
- 2.1 The governance framework comprises the systems, policies, procedures and operations by which the authority is directed and controlled, and its activities through which it accounts to, engages with and, where appropriate, leads its communities. It enables the authority to monitor the achievement of its strategic objectives and outcomes and to consider whether those objectives have led to delivery of appropriate services and value for money.
- 2.2 The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to:
- identify and prioritise the principal risks to the achievement of the council's policies, agreed priorities and objectives
 - evaluate the likelihood and potential impact of those risks being realised
 - manage them efficiently, effectively and economically.
- 2.3 The governance framework has been in place at the council for the year ended 31 March 2021 and remains in place to date.

3. Key principles of our governance framework

- 3.1 The council's governance framework is made up of the many systems, policies, procedures and operations we have in place to help realise the following principles and sub-principles summarised in the following diagrams:



Borough Council of King's Lynn and West Norfolk Code of Corporate Governance framework



3.2 The table at Appendix C lists the types of evidence that will demonstrate how the principles of corporate governance have been upheld during the 2020/21 year.

¹ CIPFA: [The Chartered Institute of Public Finance and Accountancy](#)

² SOLACE: [Society of Local Authority Chief Executives and Senior Managers](#)

3.3 Sections 4 to 10 summarise how we have sought to comply with the seven principles.

4 Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of the law (Principle 1).

4.1 *Behaving with integrity.*

- 4.1.1 The council has adopted a [constitution](#) which sets out how the council operates, how decisions are made and the procedures which are followed to ensure these are efficient, transparent and accountable. The Monitoring Officer has a duty to monitor and review the operation of the Constitution to ensure its aims and principles are given full effect. The council reviews the Constitution to incorporate any necessary changes. The constitution was amended in January 2019 following minor amendments to the scheme of delegation to take account of an additional area of responsibility, and to provide the [Chief Executive](#) with a formal Deputy Returning Officer and Electoral Registration Officer.
- 4.1.2 Roles and responsibilities of members and officers are set out clearly in the constitution. The council has adopted a number of codes and protocols that govern both member and officer activities. These are:
- [Members Code of Conduct and guidance](#)
 - Officers Code of conduct
 - [Member / officer protocol](#)
 - [Members' declarations of interest](#)
 - Register of gifts and hospitality
 - [Contract Standing Orders](#)
 - [Code of Corporate Governance](#)
- 4.1.3 Additionally, the council appoints a number of committees and panels to discharge the council's regulatory and scrutiny responsibilities. These leadership roles, and the delegated responsibilities of officers, are set out in the Constitution.
- 4.1.4 The council's Scheme of Delegation designates the Chief Executive as the council's Head of Paid Service. The Scheme of Delegation sets out the remit of elected member Portfolio Holders and the extent of delegations made to committees and officers under the principle that decisions should be made at the lowest or most local level consistent with the nature of the issues involved. The council also has [Financial Regulations](#), Contract Standing Orders relating to contracts in place and all of these procedural documents are regularly reviewed.
- 4.1.5 It is the function of the Monitoring Officer to ensure compliance with established policies, procedures, laws and regulations. After consulting the Chief Executive and Assistant Director - Resources (S151 officer), she will report to the full council if she considers that any proposal, decision or omission would give rise to unlawfulness or maladministration. Such a report will have the effect of stopping the proposal or decision being implemented until the report has been considered.
- 4.1.6 The Monitoring Officer is provided through the council's arrangements with [Eastlaw](#) for the provision of legal services and provides advice on legal compliance. All decisions made by [Cabinet](#) and [Council](#) are on the basis of reports, including assessments of the legal and financial implications, and

consideration of the risks involved and how these will be managed. The financial and legal assessments are considered by the S151 Officer and the Monitoring Officer respectively.

- 4.1.7 The Monitoring Officer has a duty to monitor and review the operation of the Constitution to ensure its aims and principles are given full effect. The council reviews the Constitution regularly to incorporate any necessary changes.
- 4.1.8 The Code of Corporate Governance was reviewed in 2018/19 and, in March 2019, the Audit Committee recommended it for approval by Cabinet. This updated version reflects the Delivering Good Governance in Local Government: Framework (CIPFA/Solace, 2016).
- 4.1.9 The [Members' Code of Conduct](#) sets out requirements for all councillors and co-opted members. Every member and co-opted member of the Borough Council of King's Lynn and West Norfolk must sign an undertaking to observe the Code.
- 4.1.10 Further measures include:
- Principles and values are covered in the induction programmes for elected members and officers and outline the standard of behaviour expected.
 - Each member of staff has an annual appraisal which considers performance and objectives, areas of development and competencies.
 - Values are reinforced via content within the regular staff briefing Internal Affairs and Members Bulletin. These are supplemented with media releases on matters such as long service awards.
 - Contract Standing Orders identify roles and responsibilities for officers and promote the highest standards of integrity, fairness, openness and transparency.
 - The members and officers code of conduct refers to a requirement to declare interests. Declarations of interest are made at each committee meeting and recorded in minutes.
 - The committee meetings are conducted in an appropriate manner with training provided for committee chairmen and vice-chairmen and other members where relevant.
- 4.1.11 The council's [Standards Committee](#) did not meet during 2020/21.
- 4.1.12 Several registers are in place covering interests and gifts/hospitality.
- 4.1.13 A [whistleblowing policy](#) is in place and provides protection for individuals raising concerns. This policy has also been provided to the public, staff, partners and contractors.
- 4.1.14 A [complaints policy](#) is in place and 23 complaints regarding behaviour/conduct were recorded in 2020/21 compared with 52 complaints in 2017/18, 46 complaints in 2018/19 and 23 complaints in 2019/20.
- 4.1.15 The council has in place key documents which communicate the standards of behaviour required of members and all council staff (officers). All relevant policies are published on the council's intranet or on the personnel system CIPHR and where required published on the council's website. These include the:

- Anti-Fraud and Anti-Corruption Strategy
- [Data Protection Policy](#)
- [Data Quality Policy & Strategy](#)
- Disciplinary / Grievance procedures
- Employee Handbook (includes employee code of conduct)
- Fraud Response Plan
- Health, Safety & Welfare General Policy
- ICT Asset Disposal Policy
- ICT Asset Management Policy
- ICT Computer Usage Policy
- ICT Corporate Email Policy
- ICT Corporate Internet Policy
- ICT Security Policy
- ICT Service Desk Policy
- Information Risk Policy
- Members Code of Conduct
- Members Code of Good Practice for Planning
- [Procurement Strategy](#)
- Protocol for Member/Officer Relations
- [Record Retention and Disposal Policy](#)
- Register of Disclosable Pecuniary Interests
- [Risk Management Policy](#)
- [Safeguarding Policy](#)
- Whistleblowing Policy

4.1.16 ICT related policies are reviewed annually but require updating after the PC rollout, once everyone is on the same platform of Windows 10 / Office 365 (mid 2021). Keeping information securely is vital for public confidence and the efficient conduct of business.

4.1.17 The [Baseline Personnel Security Standard](#) (BPSS) continues as standard practice within the Council's recruitment and appointment processes, to ensure that employees who access information held on the [Public Services Network](#) (PSN) meet a minimum baseline standard of security checks. It is a pre-appointment check which aims to ensure the council employs people who are entitled to work in the UK and who have the honesty, integrity and values needed.

4.1.18 The [Performance Management Framework](#) also describes how staff performance, including conduct, is managed. All employees have detailed job descriptions and person specifications.

4.1.19 The council also has a Harassment Procedure in place for staff, which demonstrates the belief that all employees have a right to be treated with dignity and respect, and that the council will take steps to ensure this right is protected. All policies are available to all staff and councillors via the council's intranet InSite.

4.1.20 Following the approval of a revised [Equalities Policy](#) a training programme was in development during 2019 but delayed by Covid 19.

4.1.21 In June 2019, a [non proportional task group of six members was established to review and examine alternative governance models](#) to the current "Strong Leader and Cabinet" model. External support was commissioned via East of England LGA to support the review. This review was delayed due to the Covid 19 response and anticipated Government white paper on devolution.

4.1.22 To enhance support for elected member, a dedicated email inbox was introduced in September 2020. This provides a mechanism for members to raise queries and for officers to corporately coordinate responses. The account is: Member.Enquiries@West-Norfolk.gov.uk

4.2 Demonstrating strong commitment to ethical values.

- 4.2.1 An Internal Audit review of “Ethical culture” in 2018/19 received a full assurance rating demonstrating the council’s strong commitment to ethical values.
- 4.2.2 The council has a Code of Conduct for elected and co-opted members, a Code of Conduct for employees and a local [Code of Corporate Governance](#) that provides guidance for officers and members on expected standards of behaviours to ensure integrity.
- 4.2.3 Members receive training on standards arrangements, declarations of interests and the Code of Conduct as part of the authority’s discharge of its statutory duty to promote and maintain high standards of conduct by its members.
- 4.2.4 The Code of Conduct focuses upon the Nolan principles of conduct in public life of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership. It sets an objective, non-political and high standard whose purpose is to remind members of the behaviour expected of them in public life and to set out clearly the key principles against which their conduct is measured.
- 4.2.5 The Monitoring Officer works closely with the Standards Committee and Independent Person on any complaints regarding the potential breach of the Code of Conduct by members. Complaints are handled in accordance with the authority’s arrangements for dealing with standards allegations under the [Localism Act 2011](#) and the outcome of such investigations are published on the council’s website.
- 4.2.6 There were no identified cases of corruption or misuse of power in 2020/21.
- 4.2.7 There are a range of personnel policies which foster a commitment to strong, ethical behaviour. For example, the annual appraisal process provides a means of considering values and ethical behaviour. A key aim of the process is to provide employees with a clear understanding of what is expected of them in their job and how this links to corporate and service objectives. The process drives learning and development activities across the organisation.
- 4.2.8 Other related policies include the Disciplinary and Dismissal Procedure, Anti-Fraud and Anti-Corruption Policy.
- 4.2.9 The terms of reference for the West Norfolk Partnership set out that the borough council provides policy and coordination support to West Norfolk Partnership via the partnership’s strategy and governance groups. Robust governance is ensured as the council’s input is subject to its internal controls and financial regulations and therefore the processes through which decisions are taken and implemented are in accordance with good practice.
- 4.2.10 The council has a number of service level agreements with external organisations to deliver services that help to improve the quality of life and provide support for communities. The recipient of the grant must comply with the council’s Equality Policy, Health and Safety Policy and Safeguarding Policy. With regards to safeguarding, the council will apply its safeguarding risk assessment in circumstances where it is considering providing funding or a grant to an organisation whose work involves children, young people or adults at risk of harm.
- 4.2.11 Officers involved in the procurement process must attend the “Introduction to Effective Procurement” training. Other mandatory courses relate to particular roles

in the procurement process including “Specification Writing and Selection of the Successful Contractor” and “Effective Contract Management”.

4.3 Respecting the rule of law.

- 4.3.1 The council’s constitution provides a comprehensive framework for the management of the authority’s business and ensures compliance with relevant laws, regulations, internal policies, codes of practice and procedures. The council is the statutory body for many laws and the range of policies and codes of practice we have in place help to ensure compliance. Policy review and development panels assist cabinet and council to ensure that compliance is considered where appropriate; report templates for those panels and for cabinet ensure all elements are given consideration at the time the report is presented. The statutory officers – Head of Paid Service, Monitoring Officer and Section 151 officer – are in post to monitor and ensure adherence.
- 4.3.2 Following the phased retirement of the previous postholder, [a new chief executive commenced on 1 September 2019](#). Lorraine Gore was previously the council’s Deputy Chief Executive and Executive Director of Finance.
- 4.3.3 A [management restructuring and succession planning programme](#) was approved by Cabinet in June 2019 that would ultimately lead to a reduction in executive director posts from 4 to 2 and introduction of 8 Assistant Directors and 1 Assistant to the Chief Executive senior management posts.
- 4.2.4 [The council appointed a new Section 151 officer](#) who commenced on 2 March 2020. The external appointment is also the Assistant Director Resources and has responsibility for financial services, ICT, internal audit and revenues and benefits.
- 4.3.5 All initiatives undertaken, including those with financial elements, are either progressed due to being a statutory requirement or because it will contribute to a key aim of the council. All initiatives are reviewed by regular meetings of the [Management Team](#) and senior managers in order to ensure compliance and that spend is legal.
- 4.3.6 Statutory guidance is followed and tested through the [work programme](#) of [Internal Audit](#). The work programme is agreed by Management Team and reported to [Audit Committee](#). The council’s Audit Manager is shared with Fenland District Council but notice was received that the shared service could no longer continue. Following an exploration of options, Cabinet on 16 March 2021 agreed to become part of Eastern Internal Audit Services for the provision of Internal Audit Services, from 1 June 2021.
- 4.3.7 Widespread training for staff continued in 2019/20 to inform and support the council’s response to the [General Data Protection Regulation 2016](#) (GDPR). This included a compulsory e-learning module in autumn 2020.
- 4.3.8 Eastlaw and the Deputy Senior Information Risk Officer have worked with service managers to review the implications for their areas of responsibility to inform planning for any changes that may be required, helped identify data and records management issues and with completion of statutory registers including the Article 30 records of processing activities. An officer Information Governance Group was established in 2018/19 and continued in 2020/21 to support this corporate work.

- 4.3.9 A new compulsory Data Protection e-learning course was rolled out in 2020/21. The aim of this course was to provide all employees with an awareness of Data Protection and the key compliance obligations that the Council has as an organisation.
- 4.3.10 The [Record Retention and Disposal Policy](#) was reviewed in 2018/19 and approved by cabinet in March 2019 to ensure conformity with the GDPR, working practices and new UK legislation. An Information Risk Framework has also been embedded.
- 4.3.11 Job descriptions and person specifications refer to specific requirements to discharge duties regarding specific legislation.
- 4.3.12 The council is also compliant with CIPFA's Statement on the Role of the Chief Financial Officer in Local Government (CIPFA, 2015).
- 4.3.13 The terms of reference for committees include relevant legislation and the support provided to committees helps to create the conditions whereby the council is able to fulfil its responsibilities in accordance with legislative and regulatory requirements.
- 4.3.14 Committee reports provide a record of advice provided by officers and are supplemented by specialist external reports where required.
- 4.3.15 Policies and procedures relating to anti-fraud and corruption are in place to ensure that these issues are identified and dealt with. Internal Audit include this within their assurance work and there have been no identified cases in 2020/21.
- 4.3.16 The following policies, strategies and governance documents were approved in 2020/21:

Document	Approval	Date
Covid-19 Recovery Strategy	Cabinet	30 June 2020
Anti-Money Laundering Policy	Cabinet	30 June 2020
Community Infrastructure Levy proposed governance and spending arrangements	Cabinet	19 August 2020
Housing Delivery Test – Action Plan	Cabinet	22 September 2020
Climate Change Policy	Cabinet	22 September 2020
Statement of Licensing Policy	Cabinet	17 November 2020
Council Tax Support Scheme 2021/22	Cabinet	5 January 2021
Norfolk Strategic Planning Framework Update 2021	Cabinet	16 March 2021
Creation of CIL Spending	Cabinet	16 March 2021

- 4.3.16 The council remained 'Payment Card Industry (PCI) Compliant' in 2020/21; this is an increasingly important regulation in light of the council's move towards more digital services and the public's reduced use of cheques. Compliance is judged in two ways: via an on-site audit; and through quarterly scans on behalf of the banks to try to find any vulnerability.
- 4.3.17 Other arrangements are in place to ensure compliance with relevant policies and to ensure that expenditure is legal. One example is the ICT Development Group; a group which for the 2020/21 year consisted of the portfolio holder, a second cabinet member, the Executive Director and the ICT Manager. The group manages the ICT capital budgets, reviews all new proposed ICT developments and keeps up to date with pertinent legislation. Officers write a report to the group outlining their business case and decisions are taken on spend to ensure that it complies with the council's priorities. The group monitors project delivery and items are recorded via agendas and minutes.
- 4.3.18 There were 11 data breaches in 2020/21 (4 in 2018/19, 6 in 2019/20); all minor and therefore not reported to the [Information Commissioner's Office](#) (ICO). These were dealt with in accordance with the council's Data Protection Policy. The Information Commissioner has taken no action against the council.
- 4.3.19 Each service manager is required to submit an annual data quality sign off sheet.
- 4.3.20 An annual programme of internal audit is agreed with Management Team and approved by Audit Committee.
- 4.3.21 The list of Cabinet responsibilities was amended in November 2020 and the scheme of delegation was correspondingly revised.
- 4.3.22 Statutory guidance issued in May 2019 by MHCLG resulted in the development of a protocol to assist Panel Members of the Policy Review and Development Committees and the Cabinet by defining the relationship between the Executive and Scrutiny and the role of Cabinet Members in the Scrutiny process. The protocol was agreed by Cabinet in September 2020.
- 4.3.23 In September 2020, Cabinet agreed revised Standing Orders and Articles within the council's Constitution.
- 4.3.24 Following work undertaken by a CIL Governance and Spending Task Group and Regeneration and Development Panel, in August 2020, Cabinet agreed a scheme for allocating funds collected through the Community Infrastructure Levy and for a Spending Panel.
- 4.3.25 To reflect legislation enabling local authority meetings to be conducted remotely, Cabinet agreed amendments to Standing Orders in June 2020. This was in response to Covid-19.

5. Ensuring openness and comprehensive stakeholder engagement (Principle 2).

5.1 Openness.

- 5.1.1 The council has an open culture demonstrated by its work on transparency, the leadership style of officers and members, the use of regular team briefings and supervision meetings, staff and member bulletins, an annual briefing on the budget and publication of information on the intranet and website.
- 5.1.2 Meetings are open to the public except where personal or confidential matters are being discussed. In addition, senior officers of the council can make decisions under delegated authority – the extent of these delegations is set out in the Constitution.
- 5.1.3 Key decisions are generally taken in an open environment and supported by concise officer reports supported by additional documents such as business cases, equality impact and risk assessments, prior scrutiny by policy review and development panels. A number of officer project boards have embraced programme and project management principles to structure decision making and project review. Examples include the Officer Major Projects Board and Leisure Project Board.
- 5.1.4 The Annual Governance Statement and Statement of Financial Accounts provide a form of annual report and these are considered in an open meeting of the [Audit Committee](#).
- 5.1.5 A wide range of information is available via the council's website. This includes a [Freedom of Information Act publication scheme](#). A wide variety of datasets are published within a "[transparency](#)" section and include data such as salaries, spending, grants, parking, assets and management information.
- 5.1.6 The "[MyAccount](#)" and "[MyRevenues](#)" online accounts enable customers to access their information and service requests via the council's website.
- 5.1.7 [Committee meetings](#) are timetabled a year ahead and have published agendas, minutes and reports which are available prior to the date of the meeting. These reports document the professional advice provided in reaching decisions.
- 5.1.8 Decision making protocols are set out in the Constitution.
- 5.1.9 A report pro-forma is used for reports to committees and to the internal Management Team.
- 5.1.10 Regular discussions between members and officers clarify the information needs of members to support decision making. The list of key decisions and committee work programmes provide further information on timescales.
- 5.1.11 The flow of information for committees is supported by a calendar of dates for submitting, publishing and distributing timely reports.

5.2 Engaging comprehensively with institutional stakeholders.

- 5.2.1 The council works in partnership with a wide range of organisations to deliver its aims, policies and objectives. These include council owned companies, commercial partners, contractors, grant funded community groups, statutory consultees, regulators, commercial services, other public services, commercial tenants and so on.

- 5.2.2 The council has an active communications programme engaging with local media, residents and other stakeholders over a range of traditional and digital channels.
- 5.2.3 Work to develop a new internal communication strategy is ongoing.
- 5.2.4 A [Statement of Community Involvement](#) outlines how the council will involve the community on planning decisions. A stakeholder management plan is being developed for a strategic housing growth area in West Winch/North Runcton. A large number of organisations are involved in this strategic site via a new housing access road and the infrastructure development plan.
- 5.2.5 Engagement approaches are specifically designed for their purpose and audience rather than rigidly adhering to a standardised approach. A number of consultation activities engaged a wide variety of stakeholders in 2020/21 including:

Consultation	Date	Purpose
Invest West Norfolk Business Insight survey	June 2020	To understand the challenges to businesses across west Norfolk, and what support they might need to respond to Covid-19.
Council Tax Support Scheme	Sept – Nov 2020	To seek views upon the draft Council Tax Support Scheme for working age people.
Potential custom build opportunities	July 2020	To gauge demand for a site in the west Norfolk village, Stoke Ferry.
Vision King's Lynn	June and Sept 2020	To inform activities and improvements in King's Lynn town centre, including the Town Investment Plan.
Public Space Protection Orders	Aug 2020	To inform three Public Spaces Protection Orders (PSPO) which restrict alcohol consumption in areas of King's Lynn, Hunstanton and Downham Market.
King's Lynn Walking and Cycling Survey	Oct 2020	To inform a plan that will make it easier for those on bike and foot to get around the area.
Business Impact Survey	Feb 2021	To help the Borough Council of King's Lynn & West Norfolk and other agencies focus their economic response and recovery efforts on current and emerging issues.

- 5.2.6 The West Norfolk Wins Lottery has been running for three years with 64 local good causes and over 462 players participating every week. So far, since the first draw, £73,248 has been raised for good causes, and £30,902 for the Borough Council to utilise through its Financial Assistance Scheme, which is wholly used for local groups and organisations.
- 5.2.7 The Borough Council is a member of the Lotteries Council, the Gambling Commission and Gamble Aware. Gamble Aware funds research, prevention and treatment

services to help reduce gambling harm. Gatherwell are the administrator for West Norfolk Wins. Gatherwell has extensive experience in administering council lotteries, with over 80 councils as clients.

- 5.2.8 The Borough Council's Environment and Community Panel receives an annual update on the progress of the lottery, highlighting Council responsibilities as well as key data surrounding West Norfolk Wins.
- 5.2.9 [Norfolk Resilience Forum](#) (a group of public services, emergency services, utility companies, armed forces and key voluntary groups) has continued with its response to Covid-19 and monitoring the impact of EU transition and the Council has been an active contributor to the core groups and sub-groups.
- 5.2.10 The council participates in a range of joint working arrangements with other bodies. Some arrangements are formal, and are a way to deliver the council's duties and obligations or generate income, such as the shared audit management with Fenland District Council, strategic housing services with Breckland District Council, parking control in Great Yarmouth and the management of disabled facilities grants in Breckland and Fenland. These arrangements are subject to formal governance arrangements and include processes for reviewing the delivery of benefits, and, where performance is unsatisfactory, arrangements for termination.
- 5.2.11 The council, as a responsible authority³, is a member of [Norfolk Community Safety Partnership](#) with a district based multi-agency Operational Partnership Team and [Norfolk Community Safety Scrutiny Sub Panel](#).
- 5.2.12 District councils not only affect public health through their direct roles and functions but also through their power to influence other bodies such as county councils, the local NHS, and health and wellbeing boards. The council is a member of [Norfolk Health and Wellbeing Board](#) and the related [Norfolk Health Overview Scrutiny Committee](#). At a more local level, the council coordinates a multi-agency group focused on increasing activity levels.
- 5.2.13 There are a range of county-wide collaborative partnerships that the council engages with. Examples include Norfolk Business Rates Pool, [Norfolk Arts Forum Executive](#), [Norfolk Coast Partnership Core Management Group](#), [Norfolk Joint Museums Committee](#), Norfolk Local Authority Tourism Group, [Norfolk Parking Partnership Joint Committee](#), [Norfolk Police and Crime Panel](#), [Norfolk Rail Policy Group](#), [Norfolk Records Committee](#), Norfolk Counter Fraud Hub, [Norfolk Waste Partnership](#) and the Norfolk Resilience Forum.
- 5.2.14 In regard to financial matters, the Norfolk Business Rates Pool successfully bid for a 75% business rate pilot over the financial year 2019/20. The local authority members actively contribute joint submissions to government consultations such as the fair funding settlement in order to represent the interests of the county and its constituent districts.
- 5.2.15 Considering waste management issues, the council was actively involved in a joint procurement for waste collection services with neighbouring councils in North Norfolk District Council and Breckland District Council. The Executive Director for Commercial Services was authorised to progress a joint procurement for the council's refuse and recycling contract. An internal officer group has been established to

³ Crime and Disorder Act 1998

support the transition process from the current to the new provider with the new arrangements operating from 1 April 2021.

- 5.2.16 Regarding spatial matters, the council contributed to the development of the [Norfolk Strategic Framework](#) which documents areas of agreement that the Norfolk local planning authorities had reached and which they would follow when they prepared their individual local plans. It had been prepared by an officer team drawn from all of the Norfolk authorities supported by others from organisations such as the Environment Agency, Anglian Water and the New Anglia Local Enterprise Partnership (NALEP) (the Greater Cambridge Greater Peterborough Enterprise Partnership had also endorsed it). The framework will help ensure that the council discharges its legal duty to co-operate with neighbouring authorities in relation to strategically important land use issues which cross administrative boundaries. The result of such co-operation is expected to be better planning outcomes.
- 5.2.17 Regeneration is a corporate priority and, given the Enterprise Zone and other regeneration interests, the council actively engages with the NALEP Steering Group.
- 5.2.18 In September 2019, the Ministry of Housing, Communities and Local Government announced that 100 towns in England will benefit from the £3.6 billion Towns Fund. King's Lynn was one of the towns that will benefit from investment.
- 5.2.19 The establishment of a [Town Deal Board](#) is a requirement of the funding and is responsible for:
- developing and agree an evidence based Town Investment Plan
 - developing a clear programme of interventions
 - Coordinating resources and influencing stakeholders
- 5.2.20 There are also a number of partnerships and outside bodies at or within borough level which are independent from the council but have an impact on its service areas. In order that the council can maintain effective partnerships with a number of these organisations, representatives of the council, usually elected councillors, sit on the various committees and forums that are responsible for them. Examples include [West Norfolk and King's Lynn Girls School Trust](#), [West Norfolk Chamber of Commerce Council](#), [West Norfolk Community Transport Project](#) and [West Norfolk Tourism Forum Executive Forum](#). Oversight of these is a responsibility of the appropriate scrutiny panel.
- 5.2.21 Other partnerships are of a contractual nature, such as the delivery of leisure services via Alive Leisure Trust and a new provider, [Alive West Norfolk](#), from July 2019, procurement support to Boston Borough Council, delivery of the council's payroll processing or the Housing Strategy and Enabling Service that the council delivers for neighbouring Breckland District Council. Following Cabinet's agreement in February 2018, arrangements were embedded for the delivery of the notice processing for on and off street parking for Great Yarmouth and South Norfolk councils in addition to North Norfolk, Breckland and Broadland. These partnerships are also subject to formal governance arrangements, are reviewed regularly, deliver benefits to the council such as additional income, provide good value for money for the receiving organisation as the council maximises its own existing infrastructure, but are not delivering our own statutory obligations.

- 5.2.22 The council also continues to participate in an informal, collaborative partnership with local partners via the West Norfolk Partnership Strategy Group. The strategy group agrees priority issues which will benefit from a combined and coordinated response from partners. New terms of reference were implemented in April 2017 and have been adhered to during 2020/21.
- 5.2.23 The council has established 3 wholly owned companies which are detailed in section 12 of the Annual Governance Statement. Research has been undertaken in 2019/20 to identify approaches to enhance the governance of these companies including the concept of a shareholder committee, risk management and company director development. Following delays due to Covid 19, these will be progressed in 2021/22.
- 5.2.24 The council also had a partnership with Norfolk and Waveney Enterprise Services (NWES) following the award of the contract to build and operate KLIC. This partnership allowed for the loan of funds to support the development of the centre. The KLIC building came into council ownership following NWES default on the first loan repayment in 2018 which led to the council including an impairment on this asset in the financial statements. However, as income will be receivable over the lifetime of the asset, the impairment is negligible. NWES continued to manage the building until June 2020 at which time the council assumed responsibility.

5.3 *Engaging with individual citizens and service users effectively.*

- 5.3.1 The Corporate Business Plan 2020-24 sets out the council's vision and provides the basis for investment, service planning and other decisions.
- 5.3.2 The plan refers to a range of intended outcomes and these are underpinned by strategies, service plans and the performance management framework and reported to overview and scrutiny panels.
- 5.3.3 The coronavirus pandemic began to impact upon the council from February 2020 and interrupted the business planning process. The council moved into a response mode for the remainder of the financial year and the corporate business plan was in stasis. As the council began to move out of response mode in summer 2020, [a Covid 19 recovery strategy](#) was developed with a focus for 12 months subject to a resurgence of the virus and emergency planning efforts.
- 5.3.4 During 2020/21 we consulted upon a range of significant issues such as town centre regeneration and these are summarised in section 5.2.5.
- 5.3.5 The findings from these exercises are being used to inform future planning and strategy development.
- 5.3.6 Impacts on equality are required for all reports and equality impact assessments are considered where required by the Equality Policy.
- 5.3.7 The council aims to ensure that it is open, honest and transparent, and to enhance inclusion by building on our understanding of customer needs and perceptions, through improved customer service and community engagement. This has informed our approach to digital transformation and thinking regarding digital exclusion and isolation evident in services such as [Care and Repair](#) and [Lily](#).
- 5.3.8 The council engages with local people and stakeholders in the following ways on a range of issues: surveys; roadshows; community events; on line feedback; interviews; public meetings / consultation; compliments / complaints procedure.

- 5.3.9 Members of the public are also able to [ask questions](#) on a topic or service within the council's control at full council meetings.
- 5.3.10 A [King's Lynn Area Consultative Committee](#) is in place, which is made up of the councillors for the un-parished area of King's Lynn and West Lynn. The committee's terms of reference state that the committee is to act as a consultative forum and to encourage community engagement. The committee meets 5-6 times a year to discuss and make recommendations on issues relating to the un-parished area of King's Lynn and West Lynn.
- 5.3.11 There is an expectation from the majority of parish councils in the borough for the relevant borough councillor(s) to attend most, if not all, of their meetings; this assists with maintaining effective communication with parish councils and therefore the communities that they serve.
- 5.3.12 The council uses a variety of corporate communication tools including a website, intranet site, a newsroom, newsletters, media releases and social media to communicate and engage with the community and staff. [Facebook](#) and [Twitter](#) are used effectively to update on service provision. Social media is used for specific campaigns such as Covid-19 and Census 2021, and the Town Hall has its own [Twitter](#) and [Facebook](#) accounts to help engage with potential customers and promote the venue. Results of all methods of communication are fed back into service delivery, ensuring accountability. The council also monitors feedback from residents and service users through compliments and complaints received.
- 5.3.13 During 2020/21, the council continued to be an active partner in the [Wash East Coastal Management Strategy Stakeholder Forum](#) and was leading plans to manage risk to Hunstanton's coastline and a [successful bid](#), in partnership with Fenland District Council, to the [Coastal Communities Fund](#). The forum includes a wide range of public, private and voluntary sector organisations and consulted upon plans for managing a beach and addressing flood and coastal erosion risks. The council has contributed officer and financial resources to this activity.
- 5.3.15 During 2020/21 the council has complied with the requirements of the [Local Government Transparency Code 2015](#). The code makes it a legal requirement for local authorities to publish specified data by prescribed deadlines and thereafter annually. [The council publishes all specified data on its website](#), in the prescribed format, by the required deadline. This makes a direct line to the requirement to establish clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation.
- 5.3.16 [The Statement of Community Involvement](#) was approved by Council in June 2017 and continues to inform how the authority consults with the public as part of the local plan process, on planning applications, and also on neighbourhood plans.
- 5.3.17 Cabinet has a [protocol and terms of reference for four member champions](#) who act as an advocate or spokesperson for a specific area of the council's business. The main responsibility of each member champion is to encourage communication and positive action over the issue they represent. The council member champions are for disability, armed forces, heritage and coastal issues.
- 5.3.18 Fair access to services is informed by equality impact assessments on new policies and strategies and compliance with statutory guidance.

5.3.19 Our digital transformation work in 2020/21 resulted in:

- The successful launch of web chat, allowing Council Information Centre advisors to manage 'multiple' chats at the same time – 8,024 chats were completed in 2020/21 compared with 3,652 in 2019/20.
- Working closely with the Housing team to improve the digital services provided
- Fly-tipping form integration with IDOX Uniform, Open Process and Report-it, preventing repeat reports and updating multiple systems.

5.3.20 Customer feedback from contact with the Council Information Centre in 2020/21 indicated:

- 77% of customers think our digital services are excellent (66% in 2019/20)
- 99% were overall satisfied (97% in 2019/20)

6. Defining outcomes in terms of sustainable economic, social and environmental benefits (Principle 3).

6.1 Defining outcomes.

6.1.1 The Corporate Business Plan 2020-24 is used as the basis for corporate and service planning. The sets out the council's vision and provides the basis for investment, service planning and other decisions.

6.1.2 The [plan](#) outlines six priority aims, supported by 19 objectives in areas of key importance to the authority. The six priority aims within the plan are:

- Focusing on delivery
- Delivering growth in the economy and with local housing
- Protecting and enhancing the environment including tackling climate change
- Improving social mobility and inclusion
- Creating and maintaining good quality places that make a positive difference to people's lives
- Helping to improve the health and wellbeing of our communities

6.1.3 The Corporate Business Plan is aligned with the council's [Financial Plan](#) and both documents are available on our website in order to be clear and transparent to local people, service users and stakeholders. Updates are also provided for members, staff and the public and available on the council's website via committee agendas and on the intranet InSite.

6.1.4 The plan is underpinned by directorate and service plans and the performance management framework.

6.1.5 [A Covid-19 recovery strategy](#) was agreed in June 2020 setting out the immediate focus of the council's work.

6.1.6 The plan and related documents, such as the [Cultural Prospectus](#), set out intended impacts or changes for customers and other stakeholders. Progress against the plan was monitored quarterly by Management Team and reported to Corporate Performance Panel every 6 months. In response to Covid-19, a recovery strategy was developed with [an action plan](#) and a revised indicator suite reported to Corporate Performance Panel.

6.1.7 The plan is underpinned by a performance management framework that includes key performance indicators covering all of the directorates. These indicators and targets are reviewed annually. Progress trends are established and reported quarterly to the

overview and scrutiny panels and Management Team. Action plans are identified for under-performing indicators.

- 6.1.8 The council's Management Team, consisting of the Chief Executive and executive directors meet on a weekly basis to consider matters commensurate with the corporate business plan and emerging issues. It also considers internal control issues, including risk management, performance management, compliance, value for money and financial management. Management Team receive monthly reports which details movements across a range of key indicators including measures of local economic performance.
- 6.1.9 The [corporate risk register](#) is routinely updated and considers risks to the achievement of the corporate business plan. The risk reports to Management Team and Audit Committee detail actions relating to "high risks".
- 6.1.10 Budget reports are provided on the intranet for staff and members to view. All budget holders are involved in the budget setting process.

6.2 Sustainable economic, social and environmental benefits.

- 6.2.1 Decisions regarding capital investment consider the appropriate life spans of projects and the potential for adaptation for alternative use or that resources (such as council owned land) are used to optimise social, economic and environmental benefits. These considerations are evident in the capital programme and investment strategy and across the projects considered by the Officer Major Projects Board established in 2018/19.
- 6.2.2 Regular discussions between members and officers consider the information needs of members and senior managers to support decision making. Briefings, portfolio updates, sifting meetings and meetings between the Chief Executive and council leadership are examples of this dialogue.
- 6.2.3 Reports to committees and Management Team provide a record of decision making and related background information.
- 6.2.4 Using second homes council tax funding, the council engages with partners and schools to identify and undertake initiatives that seek to improve educational attainment and skills levels within the economy. Unfortunately, due to the closure of schools in response to Covid-19 and the ongoing impact of the pandemic on schools, this project has been significantly scaled back during 2020/21. A review of the priority needs in this area will be undertaken during 2021/22.

7. Determining the interventions necessary to optimise the achievement of the intended outcomes (Principle 4).

7.1 Determining interventions.

- 7.1.1 Portfolio holder discussions and stages within the decision making process, such as the preparation of committee reports, provide opportunities to shape objectives and robustly analyse options and associated risks.
- 7.1.2 Development of the financial plan draws together feedback from a range of sources such as service demand, local priorities, efficiency needs, new legislation and staffing to prioritise competing demands within the confines of a balanced budget.

- 7.1.3 Management Team generally meet on a weekly cycle and consider a wide range of strategic and operational issues related to the delivery of the corporate business plan.
- 7.1.4 Management Team have established programme boards to enable a greater focus on significant issues including the transition to a new delivery model for leisure services, major capital projects and its wholly owned companies.
- 7.1.5 The council's risk management framework requires that consideration of risk is embedded in all key management processes. These include aspects such as policy and decision making, service delivery planning, project and change management, contracts, budget management and partnership working.
- 7.1.6 The financial management of the council is conducted in accordance with the financial rules set out in the Constitution and Financial Regulations. The council has in place a Medium Term Financial Plan, updated annually, to support the aims of the Corporate Business Plan.
- 7.1.7 [Contract Standing Orders](#) were refreshed in January 2020 to ensure that the Council's purchasing and disposal procedures continue to reflect best practice in order to obtain best value and to guard against corruption, discrimination and breaches of public procurement regulations.
- 7.1.8 All budget lines are allocated to a named budget officer who is responsible for controlling spend against that budget, and who is also responsible for assets used in the provision of their service. Containing spending within budget is a high priority in the performance management framework for individual managers.
- 7.1.9 The council's contract management strategy emphasises that operational managers are responsible for contract management. Job descriptions for senior managers contain relevant responsibilities and appropriate training and development has been provided.
- 7.1.10 Corporate contract management support is provided by the procurement team who also actively manage a number of centralised contracts. These include: fixed wire testing; lift maintenance; boiler maintenance; air con maintenance; archive storage; external printing; drains and gutter clearing; fire alarms and emergency lighting maintenance.
- 7.1.11 The general approach is to hold regular review meetings with the contractors and invite sites/managers to provide feedback and/or attend the meetings.

7.2 *Planning interventions.*

- 7.2.1 A number of measures help to create robust planning and control cycles. These include calendars for developing and submitting plans and reports, the performance and risk management frameworks, corporate policy guidance and equality impact assessments.
- 7.2.2 Internal and external stakeholders are involved in determining how services should be planned and delivered. This is typified by internal working groups, project teams and boards, consultation on major developments and the formulation of new strategies.

- 7.2.3 Performance measures are identified within performance appraisals, service and directorate plans and strategies. Key performance indicators are identified by service managers, directors and portfolio holders and provide the basis of quarterly reports to overview and scrutiny panels.
- 7.2.4 The quarterly reports considered by the overview and scrutiny panels provide a direction of travel, an indication of variation against target and under-performing indicators have a mitigation plan. The panels can request follow up work such as briefings and written responses on matters within their remit.
- 7.2.5 The medium term financial plan is aligned with the corporate business plan. The cost reduction plan indicates how budget reductions are identified and managed. Annual budget setting guidance is issued to service managers to inform service planning. Monthly budget monitoring reports provide an indication of progress.
- 7.2.6 Project management approaches are used by project boards demonstrated by the use of project teams, project briefs, business cases and option appraisals and post project evaluation.

7.3 *Optimising achievement of intended outcomes.*

- 7.3.1 Over recent years, the council has adopted an approach of seeking efficiencies and different ways of delivering services to produce savings. The savings achieved have been the result of considerable change and transformation. In October 2016 the council published an [efficiency plan](#) in order to fix a four-year financial settlement from the government and work continues within all directorates to produce the changes required to deliver the savings identified, before 2020/21. Executive directors and all service managers are directly involved in monitoring the work being completed and savings achieved are reported in the monthly budget monitoring reports and quarterly reports to Management Team. Where savings are achieved in advance of 2020/21 these are transferred to reserves to fund investment in major capital projects which will provide future revenue income.
- 7.3.2 The council's shift towards digital services progressed well during 2020/21 with improved take up of My Account, use of online integrated forms and the online help function. The Revenues and Benefits customer portal 'MyRevenues' allows customers to self-serve via the council's website, accessing real time data about their council tax, business rates accounts and benefit claims. This has continued to be popular during 2020/2021 particularly with the impact of covid-19. Online Revenues and Benefits forms with direct integration into the back office systems are also available for customers to complete. These are key parts of the channel shift programme and provide the foundation for much of the work planned in this area over the remaining life of the Corporate Business Plan. The website is fully responsive and works well across a wide range of devices such as tablets and mobile phones. Feedback received on the change and how the change was managed was positive from both external customers and internal staff.
- 7.3.3 The total number of MyRevenues users has increased by 65% during 2020/2021 to 13,313 users. High levels of take up demonstrate the ease of use and benefit that being able to access information and complete forms at a time convenient to the customer has enabled. Many Revenues and Benefit forms integrate directly with our

back office system and further work in 2019/20 will be completed to integrate revenues and environmental health forms into the respective back office systems.

- 7.3.4 The council continues to encourage take up of digital services by providing assisted self-service facilities supported by staff at the King's Court offices.
- 7.3.5 The council's financial ledger underpinning its internal system of financial control was retendered in 2018/19 with implementation ongoing into 2019/20 and 2020/21. This is supported by a framework of regular management information, financial regulations, administrative procedures, management supervision and a system of delegation and accountability. Development and maintenance of the ledger software is undertaken by the council's financial services team. In particular, the system includes:
- Comprehensive budgeting systems;
 - Measurement of financial and other performance against targets;
 - Regular reviews of periodic and annual financial reports, which indicate financial performance against the forecasts and targets;
 - Clearly defined capital expenditure guidelines;
- 7.3.6 Financial management processes and procedures are set out in the council's financial regulations and include:
- Financial management processes and procedures
 - Financial planning including budgeting and budget monitoring
 - Risk management and control, including asset management and treasury management
 - Systems and procedures
 - External arrangements including council owned companies, service level agreements and partnerships
- 7.3.7 The council seeks to provide the maximum benefit for its communities from every taxpayer pound that is spent. This is assisted by the procurement strategy and via our regeneration role through which we take responsibility for generating economic, environmental and social growth for our local communities.
- 7.3.8 Contract Standing Orders encourage services to consider social value particularly in respect to contracts over the EU threshold. In larger contracts, the council includes social value issues such as 'use of local apprenticeships' and 'use of local sub-contractors' as award criteria. We will continue this practice and look for ways of increasing the social value obtained from our contracts.
- 7.3.9 The council engages with the voluntary, community, social enterprise (VCSE) sector usually through the route of grants, other financial support and through the West Norfolk Wins lottery. We have relatively few contracts that would be suitable for VCSE providers but we will continue to look for opportunities for this sector and encourage local organisations and groups to compete when appropriate. Currently, the council's Information and Advice Services contract is held by two VCSEs, and these contracts will remain in place until 2022, and then may be subject to a new tender process.
- 7.3.10 The procurement team use methods such as brief tender documentation, early identification of potential local suppliers, encouraging local businesses to sign up

to online alerts for local contract opportunities and provision of briefings for SMEs on the procurement process.

8. Developing the council's capacity, including the capability of its leadership and the individuals within it (Principle 5).

8.1 *Developing the council's capacity.*

- 8.1.1 The council aims to ensure that its members and officers have the skills, knowledge and capacity they need to discharge their responsibilities and recognises the value of well trained and competent people in effective service delivery. The online corporate induction course is available for all new members and staff to familiarise themselves with protocols, procedures, values and aims of the council and is regularly reviewed.
- 8.1.2 An established member training and development programme, including an induction process and regular updates throughout the year. Specific training is also provided to members who sit on regulatory committees, and they are unable to take up a position on these committees without having first received the relevant training.
- 8.1.3 Regular reviews of activities, services and strategies are undertaken. These may be within the service, utilising Internal Audit or Policy and Personnel, incorporate lean management principles or external consultants. The Cost Reduction Plan is focused on identifying and realising efficiency savings across the organisation.
- 8.1.4 Reviews often draw upon benchmarking information and research into practice at other local authorities to inform option development.
- 8.1.5 The council recognises that it alone cannot necessarily impact on outcomes and collaborates with partners. West Norfolk Partnership typifies this with its work on promoting the reputation of the borough.
- 8.1.6 Other examples of benefits from partnership working are evident in waste management, parking enforcement, community safety, cultural and regeneration activities, strategic housing and the response to Covid-19.
- 8.1.7 All posts have a detailed job description and person specification. Training needs are identified through team meetings, 1:1s and annual appraisals and addressed via Personnel and/or individual services as appropriate. A performance related pay system provides an incentive to perform well.
- 8.1.8 There were signs of capacity challenges related to additional pressures on functions such as communications, planning, regeneration, property and legal services. These related to additional demands from the Covid-19 response and recovery activities, customer activity, increasing governance activities, staff turnover and related recruitment challenges.

8.2 *Developing the capability of the council's leadership and other individuals.*

- 8.2.1 The annual appraisal process provides an opportunity to review job descriptions and the capability of employees. The absence management procedure informs capability and capacity considerations.

- 8.2.2 Regular dialogue between the chief executive and council leadership helps to maintain a shared understanding of future direction and progress. Robust governance is informed by regular meetings between the three statutory officers. The council's senior managers and portfolio holders have been with the council for many years and that harmonious relationship has helped to build a strong foundation for broader leadership of the organisation.
- 8.2.3 The scheme of delegation is periodically reviewed and typically triggered by legal and organisational changes such as restructures.
- 8.2.4 Standing orders and financial regulations are reviewed periodically.
- 8.2.5 The respective roles and responsibilities of members and senior officers provide a check and balance.
- 8.2.6 The capabilities of members and senior officers are supported by development activities to enable the organisation to respond to the changing operating environment. This is typified by induction programmes, access to briefings and training events on new legislation and government policy, personal development plans for officers and networking opportunities.
- 8.2.7 For example, for members this may include the ability to:
- scrutinise and challenge
 - recognise when outside expert advice is required
 - promote trust
 - work in partnership
 - lead the organisation
 - act as a community leader
- 8.2.8 Other examples of activities to enhance capability include:
- Using efficient systems and technology to provide effective support e.g. roll out of Office 365 and as part of the Covid 19 response - Microsoft Teams, Zoom and YouTube.
 - Telephony via the Microsoft Teams software
 - Arrangements for succession planning.
 - Reviewing individual member performance on a regular basis taking account of their attendance and considering any training or development needs
 - Staff development plans linked to appraisals
 - Implementing appropriate human resource policies and ensuring that they are working effectively e.g. trial of absence management approach.
- 8.2.9 The Constitution sets out how the council operates, how decisions are made and the procedures to be followed to ensure that these are efficient, transparent and accountable to local people. This defines, amongst other things the roles of the Council, Cabinet, how scrutiny and overview is undertaken, the Scheme of Delegation, and the roles and responsibilities of officers and members. The different elements of the Constitution are subject to periodic change either through national legislation or local decision. For example, at Council on 14th June 2018, a review of key decision levels was approved which raised the threshold to £0.5m from £0.25m.
- 8.2.10 Within the Constitution, full council sets the overall budget and policy framework of the council, while the cabinet makes decisions within this framework, and is held to

account by the overview and scrutiny arrangements. Meetings are open to the public except where exempt or confidential matters are being disclosed. In addition, senior officers of the council can make decisions under delegated authority. The council publishes a Forward Decision List which contains details of key decisions to be made by the council, its bodies and executive directors under their delegated powers.

- 8.2.11 A comprehensive programme of learning and development is provided for officers and members. Learning and development needs for staff are identified through the performance management process and in response to organisation and service level needs and these are translated into an annual training programme. Examples would include performance management training for managers, training on the Regulation of Investigatory Powers Act 2000 for senior officers, event management training and briefings on the council's Incident Response Plan. This programme has largely been on hold during 2020/21 due to Covid-19 but priority training has continued to be delivered.
- 8.2.12 The council has a commitment to management training and delivers a range of development activities to support managers at all levels, including specific training to support the development of service managers. Following the success of a second cohort of managers who completed a Level 7 management programme in the summer of 2018 a new Level 5 management programme commenced in May 2019. Additional development sessions are delivered to ensure senior managers are kept up to date on current issues on an ongoing basis. Plans for further management training during 2020/21 were put on hold due to the pandemic but will be recommenced once the council has progressed to an appropriate stage of its recovery plan.
- 8.2.13 Senior officers also participate in relevant sessions relating to changing technical requirements to ensure the up to date position is known and to feed in to relevant central government departments at appropriate times; examples are attendance at major projects development meetings, meetings with ministers and their civil servants on programmes and policy development and various Covid-19 meetings under the Norfolk Resilience Forum.
- 8.2.14 Member development needs are identified through use of a questionnaire following their election, and are also identified during the year as matters arise at meetings and questions of training needs arise. Particular emphasis and significant additional support has been given to ICT training for councillors during the 2020/21 year to continue to support the digital agenda and virtual meetings. Feedback forms following any training undertaken continue to be used to develop training in areas where further needs have been identified.
- 8.2.15 The policy review and development panels regularly receive updates on relevant topics as part of their agenda, particularly around any new or current initiatives, and training is run throughout the year as identified. Topics for updates or training are identified either by officers or members and help to ensure members are better informed and have input at an early stage. The Audit Committee has received specific briefings / training throughout the year.
- 8.2.16 The council values the health and wellbeing of its workforce. This is underpinned by its Health, Safety and Welfare Policy and supported by staffing changes that will bring a greater focus on health and wellbeing within the council. There is a positive

relationship with the recognised trade unions and an active staff social club. Prior to Covid-19 there have been a number of major community events ([GEAR](#) and [Fawkes in the Walks](#)) throughout the year which are assisted by staff volunteers and sponsorship.

9. Managing risks and performance through robust internal control and strong public financial management (Principle 6).

9.1 *Managing risk.*

- 9.1.1 We recognise that everyone has a role in managing risk which is proportionate to their role. The corporate risk register is periodically reviewed with updates reported to Management Team and Audit Committee.
- 9.1.2 The risk management policy and strategy had a scheduled refresh that was informed by an Internal Audit review which rated the current arrangements as “substantial”. The updated policy and strategy were developed with Audit Committee and approved by Cabinet in March 2019. The updated approach was rolled out in 2019/20 and the Audit Committee received training on risk management on 27 July 2020.
- 9.1.3 All committee reports contain a section on risk.
- 9.1.4 Business continuity is a key risk and an Incident Response Plan was developed by the Business Continuity Corporate Officer Group to support the council’s response to incidents. This was rolled out corporately via briefings to a wide range of senior officers.
- 9.1.5 Relevant officers participated in a number of business continuity/emergency planning multi-agency events considering King’s Lynn port, cyber security and the no deal Brexit scenario.
- 9.1.6 The Covid-19 pandemic moved the council into a business continuity /emergency planning mode with gold and silver groups established and bronze plans implemented. The council formed part of the Norfolk Resilience Forum’s incident response throughout 2020/21 where the local and national focus has moved between response and recovery as the pandemic continued to impact on the country.
- 9.1.7 Following concerns arising from a late loan repayment, the council commissioned Internal Audit to review its arrangements with the recipient, NWES. A lesson learnt report was considered by Audit Committee in March 2019 and was considered at a special Council meeting in April 2019. These arrangements have continued to be a focus of Audit Committee during 2020/21.
- 9.1.8 At its meeting on 11 March 2019 the Borough Council of King’s Lynn and West Norfolk’s (Council) Audit Committee set up a Cross Party Working Group (CPWG), following extensive work carried out by its Internal Audit officers, to examine all aspects of the project to create the King’s Lynn Innovation Centre (KLIC). Cabinet considered the report which set out the report of the Audit Working Group. Cabinet was presented with the report of the working group and the minutes of the Audit Committee on 10 February 2020 when it received the report.
- 9.1.9 The report made by the following recommendations:

- Notwithstanding the requirements of the Major Projects Boards, all major projects should have a designated Project Manager of sufficient seniority in the Council's hierarchy to make appropriate decisions
- In the event that a major project involves a third party in order to bring it to fruition the Chief Executive Officer or appropriate Assistant Director should oversee the project's management
- If a loan is granted or investment made under any statutory power that in ordinary circumstances would fall within the Treasury Management Procedures it should be governed by those Procedures, especially as regards to the 3 principal elements, i.e. risk/security, liquidity and return
- Any joint venture with a third party must undergo rigorous examination before being entered into to ensure as far as reasonably practicable the third party's financial viability for a period exceeding the life of the project
- If a loan is entered into with a third party that does not fulfil the Council's requirements for creditworthiness such a loan must be secured on a tangible asset wholly owned by the third party that is not otherwise secured elsewhere
- Each and every project involving a third party should be included in the Council's Risk Register following a risk assessment
- The loans to NWES should immediately be either reinstated to the half yearly reports on Treasury Management to Audit Committee or be reported on separately to Audit Committee at a shorter frequency
- All legal documents should be signed off before funds are released.

9.1.10 An [independent inquiry](#) was established by Cabinet in June 2019 to consider the partnership with Norfolk and Waveney Enterprise Services (NWES) and its subsidiaries and associated companies and those with common shareholders or directors, regarding the award of and administration of the KLIC project and all aspects of its (their) financial relationship with the Borough Council of King's Lynn and West Norfolk. The [findings](#) were considered by Special Audit Committee meeting on 10 February 2020 and Cabinet on 17 March 2020 Cabinet on 20 June 2020.

9.1.11 A [Major Projects Member Board](#) was established by Cabinet in June 2019 to provide assurance that the council's major projects programme is run in accordance with the Major Projects (Officer) Board Terms of Reference.

9.1.12 The council's internal audit team have developed a fraud risk register to monitor fraud risks across the council and review them to establish mitigations in place and improvements required in conjunction with standard internal control testing.

9.2 Managing performance.

9.2.1 The council has an effective Performance Management Framework, which is driven by the corporate business plan. Performance targets and actions are cascaded through directorate, service, team meetings and 1:1s. The Performance Management Framework was reviewed in 2016 and, following the May 2019 elections was refreshed to align with the new corporate business plan and recovery strategy.

9.2.2 The council has a performance management framework which describes how the authority measures and monitors the performance of its activities and is available on the council's website.

9.2.3 Through reviews by external auditors, external agencies, Internal Audit, and the Policy and Performance Team, the council seeks ways of ensuring the economical, effective and efficient use of resources and for securing continuous improvement in the way in which its functions are exercised for example a senior management review was undertaken during 2019/20 with the new structure effective from January 2020.

9.3 Robust internal control.

- 9.3.1 All committees have clear terms of reference and work programmes to set out their roles and responsibilities The Audit Committee meet throughout the year to provide independent assurance to the Council and considers the reports and recommendations of internal and external audit and inspection agencies and their implications for governance, and risk management or control, and supports effective relationships between external audit and internal audit, inspection agencies and other relevant bodies, and encourages the active promotion of the value of the audit process and review the financial statements.
- 9.3.2 The committee considers the internal and external auditor's opinion and reports to members, and monitors management action in response to the issues raised by internal and external audit. These arrangements ensure that the council has processes and procedures in place to ensure that an it fulfils its overall purpose, achieves its intended outcomes for service users and operates in an economical, effective, efficient and ethical manner, as prescribed in the CIPFA/the role of the head of internal audit statement.
- 9.3.3 A data quality assessment takes place at year end supported by checks through the year.
- 9.3.4 There is an agreed programme of Internal Audit reviews through the year. With reports approved by lead managers/directors and a summary provided to Audit Committee.
- 9.3.5 The Council complies with the [Code of Practice on Managing the Risk of Fraud and Corruption](#) (CIPFA, 2014). There is an Anti-Fraud and Anti-Corruption Strategy, Whistleblowing Policy and Fraud Response Plan. The council investigates fraud relating to Council Tax and Business Rates payments, Council Tax Support, as well as other types of fraud identified across the authority. Responsibility for investigating housing benefit fraud transferred to the Department for Work and Pensions in 2015 and a referral system is in place between the council and the DWP if housing benefit fraud is suspected.
- 9.3.6 The Annual Governance Statement is developed corporately involving service managers across the council, the senior Management Team and Audit Committee in its drafting.
- 9.3.7 An effective internal audit service is resourced and maintained with the Internal Audit Manager shared with neighbouring Fenland District Council who contributes learning from the two authorities and professional networks.
- 9.3.8 The Audit Committee complies with best practice set out in "[Audit Committees: Practical Guidance for Local Authorities and Police](#) (CIPFA, 2018)". There is a clear terms of reference which is periodically reviewed. The committee members meet at least 6 times per year. Members receive a number of training sessions throughout the

year and in 2019/20 covered internal audit, annual accounts and the capital programme. There are regular attendances from a range of senior officers including the Assistant Director - Resources (Section 151 officer and the lead officer for the committee), the Chief Executive and the Internal Audit Manager and the appointed external auditor. Other attendees include the Monitoring Officer.

- 9.3.9 During 2018/19, the council began to explore ways to enhance the oversight of its wholly owned companies initially drawing upon notable practice from the LGA, white papers published by legal/accountancy companies and research into practices at other authorities. This work continued into 2019/20 and, whilst delayed by Covid 19, will ultimately strengthen oversight of company performance and business plans together with the development of council appointed directors supported by the procurement of specialist external advice and training.
- 9.3.10 Effective arrangements are in place for the discharge of the Monitoring Officer, Head of Paid Service and Section 151 roles. There are periodic meetings of the 3 statutory officers to consider governance issues.
- 9.3.11 The council's Monitoring Officer is responsible for ensuring compliance with established policies, procedures, laws and regulations. After consulting with the Head of Paid Service, the Monitoring Officer will report to full council if it is considered that any proposal, decision or omission would give rise to unlawfulness or maladministration.
- 9.3.12 The Chief Executive is the council's Head of Paid Service and has overall responsibility for the management and co-ordination of the employees appointed by the council. The Chief Executive is required to report to the council as appropriate with regard to the way in which the different functions of the council are co-ordinated, the number and grades of staff required for the discharge of these functions, the way in which these people are organised and managed and the way in which they are appointed.
- 9.3.13 Following the phased retirement of the Chief Executive a new Chief Executive was appointed on 1 September 2019.
- 9.3.14 The council has a corporate complaints procedure in place, available on the council website. The council also deals with any incidents of racial complaints, or complaints relating to a disability, in a similar but separate process. The complaints received are analysed and results presented to the Corporate Performance Panel on an annual basis.

9.4 *Managing data.*

- 9.4.1 With the introduction of GDPR in 2018, the council strengthened its governance regarding data management framework and procedures. There is a designated data protection officer, a senior information risk owner (SIRO) and deputy SIRO. A range of information asset owners and administrators have also been identified.
- 9.4.2 The data protection policy was updated in 2018. Given national concerns regarding the impact of EU transition upon data sharing an audit was undertaken of ICT systems and data sharing arrangements. There were no significant issues identified although this continues to be monitored as the EU's data adequacy judgement is time limited.

- 9.4.3 Corporate training for GDPR was provided in 2019/20 and informed the corporate preparation of privacy notices, records of processing activity and the review of the authority's document retention and disposal policy.
- 9.4.4 A new Data Protection e-learning course was launched in Autumn 2020 and was compulsory for all staff to complete.

9.5 *Strong public financial management.*

- 9.5.1 Financial management supports the delivery of services and transformational change as well as securing good stewardship of the council's resources.
- 9.5.2 The CIPFA statement describes the roles and responsibilities of the chief financial officer, who is bound by both professional standards and also legislative responsibilities, with a fiduciary duty to the local taxpayer.
- 9.5.3 The council's arrangements fully comply with the principles described: the current chief financial officer was recruited in March 2020 and is the Assistant Director of Resources and reports to an Executive Director.
- 9.5.4 Budget monitoring reports are provided and published on the intranet for all staff and councillors to view. An annual budget briefing is provided by the Assistant Director Resources and open to all staff.
- 9.5.5 The development of the revenue and capital budget, medium term financial strategy and treasury management strategy all engage members and are reported to Audit Committee and Cabinet.
- 9.5.6 The council had a cost reduction programme which was monitored on a quarterly basis by Management Team and covers a range of service areas. The programme extends to 2021/22 however the Covid 19 response has affected the monitoring and realisation of planned savings.

10. Implementing good practices in transparency, reporting and audit, to deliver effective accountability (Principle 7).

10.1 *Implementing good practice in transparency.*

- 10.1.1 Committee meetings are open to the public except where sensitive or confidential matters are being discussed. Appropriate reports are available for the public to review on the council's website and reference the contact details of the key officers and members.
- 10.1.2 Internal Audit is an independent and objective service to the management of the council and undertakes a programme of reviews throughout the year to provide an annual opinion on the framework of governance. Significant weaknesses in the control environment are reported to senior management and the Audit Committee by the Internal Audit Manager as part of the regular reporting process. Outstanding audit recommendations are discussed at senior management meetings and Audit Committee, and issues with addressing the urgent recommendations are also discussed at Management Team. Audit recommendations are generally implemented by the agreed date but some may slip or recommendations are overtaken by unforeseen events leading to revised dates.
- 10.1.3 The council has a Code of Corporate Governance in place, which sets out how the authority intends to apply the principles of corporate governance, in accordance with

CIPFA/SOLACE guidance. The code includes a chart to demonstrate the different parts of the framework and reflects the council's current processes and procedures. The code will be reviewed every three years to reflect any changes in the council's governance framework and/or any revised guidance. The three statutory officers will meet quarterly to review high risk projects and identified issues.

10.1.4 Progress towards achieving the aims outlined in the council's former Corporate Business Plan was monitored through the [Corporate Business Plan Monitoring Report](#) which was collated quarterly during 2019/20. Updates at the end of quarters 2 and 4 were taken to the Corporate Performance Panel for review and progress checking. As part of collating and reviewing the monitoring report, the council's senior management team consider and review the aims, actions underway and progress made. The governance arrangements in place for the year under review were appropriate for delivery of our aims. Performance monitoring of the Covid-19 recovery strategy has included a suite of monthly indicators that are reported to Corporate Performance Panel.

10.1.5 The website, intranet, communications function, published datasets and social media channels all contribute towards being a transparent organisation. Members of the public are able to raise questions at council meetings in addition to raising matters directly with services, senior officers and councillors. Policies are in place for responding to requests made under access to information regulations including the Data Protection Act 2018, Freedom of Information Act 2000, Environmental Information Regulations 2004 and via the corporate complaints system.

10.2 Implementing good practices in reporting.

10.2.1 A wide range of information is reported publicly including:

Information	Purpose	Frequency
Annual financial statements	To indicate how financial resources have been used.	Annually with more frequent budget monitoring reports.
Appropriate approvals	To provide a record of decisions made.	As and when decisions are made.
Records of decisions made under delegated powers	To provide a record of decisions made.	As and when decisions are made.
Procurement and spending	To provide a record of expenditure and organisations in receipt of council funding.	Quarterly records of payments to suppliers over £500. Quarterly reports for Tenders, Contracts and Purchase Orders
Performance against key performance indicators	To provide a record of progress made by the council in the delivery of its objectives.	Reported quarterly to Corporate Performance Panel.

Information	Purpose	Frequency
Lessons learnt reports	To provide a record of learning activities and areas for improvement.	As and when required from projects.
Annual governance statement which follows the best practice recommended by CIPFA/Solace.	To provide a view on how the council has complied with its Code of Corporate Governance.	Annually with drafts considered by Audit Committee and Management Team.
Risk management updates	To provide a record of major risks facing the council and how it is responding to them.	6 monthly updates considered by Audit Committee and Management Team.
Agendas, minutes and reports	To provide a record of decisions and information used to reach those decisions.	In line with meeting schedules.

10.2.2 Attention is given to the way in which these documents are written so that they provide the necessary information to meet transparency requirements and support scrutiny without being too onerous to produce and for readers to understand.

10.3 Assurance and effective accountability.

10.3.1 The Internal Audit process helps to drive improvement. An example of this includes the review of the council's risk management policy and strategy which was developed via Audit Committee.

10.3.2 The council complies with CIPFA's [Statement on the Role of the Head of Internal Audit](#) and with [Public Sector Internal Audit Standards](#).

10.3.3 Effective management is based on a framework of regular management information, financial regulations, standing orders and a structure of varying levels of responsibility, including arrangements for delegating decision making. The council has all these elements in place, including those which meet '[The Openness of Local Government Bodies Regulations 2014](#)', and we regularly review these to ensure they remain relevant and fit for purpose. The Constitution was revised during 2020/21 to reflect a new protocol for scrutiny and the executive and the use of virtual meetings. There is a protocol for recording and broadcasting of meetings. Decisions are made in open, public meetings, or via the various delegation arrangements in place and all adhere to the policy position in place – for example, planning decisions are taken with regard to the adopted Local Plan and all other relevant guidance.

10.3.4 The council works in partnership at many different levels. Continued participation is reviewed regularly to ensure it remains effective. Decision making in partnerships is governed by the structure outlined within the appropriate constitution. As in one example, the [Norfolk Coast Partnership](#) (a formal partnership with Great Yarmouth Borough Council, North Norfolk District Council, DEFRA and Norfolk County Council)

there is a 'Memorandum of Agreement' that outlines how decisions will be made within the partnership.

- 10.3.5 A [Memorandum of Agreement](#) for the [Wash & North Norfolk Marine Partnership](#), brings together the interests, skills and resources of 21 local authorities, environmental interest groups and national agencies to address matters of mutual interest in and around the Wash is under development.
- 10.3.6 During the 2020/21 year, the council worked in partnership with other public sector organisations in Norfolk in the '[One Public Estate](#)' programme running across the county following a successful 2016 bid for funding towards feasibility work. Formal governance for the partnership is outlined within the 'Norfolk Partnership Services & Assets Delivery Plan' document.
- 10.3.7 The council is working with Homes England and Ministry of Housing, Communities and Local Government on the Accelerated Construction programme.
- 10.3.8 The council has a [Data Quality Policy and Strategy](#) in place and available on its website. Having this in place indicates that the council understands the importance of data quality and is committed to being consistent in its management of data quality within the organisation and in partnership with others. It also means that the council ensures that the data produced adheres to the 7 principles of data quality. The policy was reviewed, and the strategy was refreshed during the 2018/19 year.
- 10.3.9 Following a review of the council's scrutiny function by the Centre for Public Scrutiny in 2015, the cross party Scrutiny Structures and Policy Development Task Group made recommendations to panels, Cabinet and Council on the Scrutiny and Policy Development Structure. The Task Group reconvened in August 2017 to review the revised operation and structures. The Task Group's proposals were considered by the policy and review panels and were approved by Cabinet in January 2018. Implementation of the changes continued into 2018/19. These changes included:
- the attendance of Audit Committee members for training becoming obligatory as it is for Planning and Licensing initial training.
 - Panels being encouraged to use the powers available to them and therefore making clear recommendations on items coming before them so they can be incorporated into reports in the progress of being prepared or taken into account at Cabinet.
 - Panels considering their own performance indicators and being encouraged to monitor the progress in line with the corporate objectives through that route.
 - when working on policy development and reviews and project programme work, Panels being encouraged to have discussions with portfolio holders.
 - the Leader nominating the panel/committee chairs for agreement at Council with the vice-chairs to be appointed by the panels/committee.
 - terms of reference being approved for chairs of scrutiny bodies.
- 10.3.10 The role referred to by CIPFA as the Head of Internal Audit has a critical role in delivering the organisation's strategic aims by championing best practice in governance, objectively assessing the adequacy of governance and management of existing risks, commenting on responses to emerging risks and proposed developments; and giving an objective and evidence based opinion

on all aspects of governance, risk management and internal control. The Internal Audit Manager has direct access to the Audit Committee. The arrangements in place for 2020/21 conformed to the requirements outlined in the CIPFA Statement on the Role of the Head of Internal Audit.

- 10.3.11 During 2020/21, the shared arrangement with Fenland District Council to manage the Internal Audit team continued and is underpinned by a Section 113 agreement. These arrangements were entered into in order to provide a cost saving to the borough council, whilst at the same time continuing to provide an effective internal audit function through a different model of delivery. The arrangement enabled the shared Internal Audit Manager to provide the assurance required by management and members and issue an Audit Opinion for the Annual Governance Statement. For 2021/22, new arrangements will be established following Fenland's termination of the shared arrangement.
- 10.3.12 The council's external auditor during 2019/20 was Ernst & Young.
- 10.3.13 From April 2016, the council has had a standalone Audit Committee in place providing increased opportunity for effective assurance about the adequacy of financial and operational management and reporting.
- 10.3.14 Training has been provided during 2020/21 to the members of the Audit Committee in key areas. Examples include risk management and the annual accounts.
- 10.3.15 Each year, a review is undertaken of [the effectiveness of the Audit Committee](#). For the year covered by this statement, the review was presented to the Audit Committee on 16 June 2021. The review concluded that the committee is continuing to perform effectively and the council is meeting its requirements under the Accounts and Audit Regulations 2015.
- 10.3.16 Commercialisation has introduced a new set of risks for the council. These impact upon local authority owned companies and investments.
- 10.3.17 The council has a number of wholly owned companies and appoints company directors. Work to review the governance framework in which these companies operate commenced in 2019/20 and will be supported by external specialist advice and training to be tendered in 2021.
- 10.3.18 During 2018/19, two investigations regarding the King's Lynn Innovation Centre have resulted in the identification of learning regarding due diligence processes. An Internal Audit lessons learnt review was commissioned and reported to Audit Committee in March 2019.
- 10.3.19 Following a special Council meeting in March 2019 an independent inquiry was established into the partnership with Norfolk and Waveney Enterprise Services (NWES) and its subsidiaries and associated companies and those with common shareholders or directors, regarding the award of and administration of the [KLIC](#) project and all aspects of its (their) financial relationship with the Borough Council of King's Lynn and West Norfolk.
- 10.3.20 An Audit Committee Task Group considered the future composition and operation of the Major Projects Officer Board, the Major Projects Progress overview and other lessons learnt from the 'KLIC Lessons Learnt Review'. This work continued into 2020/21.

- 10.3.21 A follow up review of the KLIC Lessons Learnt review was completed by Internal Audit during 2020-21. The follow up review was very positive with 34 of the 35 recommendations being completed. Considerable progress has been made in how the council manages its major projects and all aspects of risk, control and governance has improved over the last two years.
- 10.3.22 A Major Projects Member Board was established in 2019/20 to provide additional oversight of the operation of the Major Projects Officer Board. The Board met on 31 July 2020 with other scheduled meetings affected by Covid-19.

11. Review of effectiveness

- 11.1 The council has a responsibility to review the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of Internal Audit and the senior managers within the authority who have responsibility for the development and maintenance of the governance environment, the Internal Audit Manager's annual report, the Monitoring Officer's annual report and also by comments made by the external auditors and other review agencies and inspectorates, where undertaken.
- 11.2 The process of maintaining and reviewing the effectiveness of the system of internal control includes the following measures and actions:
- the work of senior managers within the council who have responsibility for the development and maintenance of governance.
 - the Internal Audit work programme.
 - comments made by the external auditors and other review agencies and inspectorates.
 - systems and controls within the council as outlined above.
- 11.3 In-year and year-end review processes have taken place. In year review mechanisms include:
- Cabinet and the Corporate Performance Panel are responsible for considering overall financial performance and receives reports on a regular basis. It is also responsible for key decisions and for initiating corrective action in relation to risk and internal control issues.
 - The Monitoring Officer has a duty to monitor and review the operation of the Constitution to ensure its aims and principles are given full effect. The council reviews the Constitution regularly to incorporate any necessary changes.
 - The Standards Committee have met regularly throughout the year to consider and review issues relating to the conduct of Members.
 - The Audit Committee has oversight of the activities of the council's internal and external audit functions. Members of the Audit Committee are provided with copies of all reports produced by Internal Audit and the external auditors, and also receive regular reports on matters relating to finance, fraud investigation and risk management.
 - The committee approves the annual plans for the Internal and External Auditors and receives regular progress reports throughout the year.
 - The Audit Manager submits to the committee an annual report and opinion, and the external auditors submit an annual audit letter.

- The Audit Manager has included an audit opinion on the adequacy and effectiveness of the council's systems of internal control in the annual report and opinion on work completed during 2020/21 which was considered by Audit Committee on 16 June 2021. The report states in the Audit Manager's opinion, that:
 - Adequate assurance can be gained in respect of the overall systems of internal control operating within the council.
 - Risk management systems and corporate governance arrangements are satisfactory.
 - The Audit Manager has also completed a review of the effectiveness of the Audit Committee itself and concluded that the committee is performing effectively and the council is meeting its requirements under the Accounts and Audit Regulations 2015.
 - During 2020/21, Internal Audit has issued nine internal audit reports. There were no instances of 'limited' or 'no assurance' reports being issued.
- 11.4 The council's external auditors review the activities of the authority, approve the annual accounts and certify grant claims (where required). Conclusions and significant issues arising are detailed in various reports from the auditors. The external audits of the accounts are delayed and that the AGS in respect of each year shall be updated with the outcomes of each audit, when the respective audits are progressed.
- 11.5 A member/officer protocol is in place and forms part of the council's constitution.
- Additionally, it is the responsibility of the statutory officers to report to council on any issues concerning the review of the effectiveness of internal control arrangements.
- 11.6 To summarise this section: a review of the council's overall governance arrangements for the 2020/21 year has been undertaken; the review highlighted no issues affecting governance or internal control during the year. Arrangements outlined in sections 4 to 10 are in place and operating as planned.

12. Areas of special interest in terms of governance

12.1 Leisure arrangements – [Alive West Norfolk](#)

12.1.1 The council's leisure and arts facilities had been operated and managed through an independent trust and wholly owned local authority company since 1 September 2014. A review undertaken in 2018/19 led to a decision being taken at a special Cabinet meeting on 17 October 2018 to move to a new delivery model in 2019/20. A wholly owned council company (Alive West Norfolk) has been established that is responsible for the delivery of leisure services across the borough. An officer project board supported the transition with the new model operational from 1 July 2019.

12.2 Legal arrangements

12.2.1 The council's legal service continues to be delivered via a delegated agreement on an annual, rolling basis, with [Eastlaw](#) (the in-house legal team at North Norfolk District Council). The agreement is designed to provide resilient and quality legal services to the borough council and includes provision of a Monitoring Officer; one of the council's designated statutory posts. Eastlaw provide the client role for

commissioned legal services, as well as providing general advice and support for processing Freedom of Information Act 2000 requests and the General Data Protection Regulation 2016.

12.3 [West Norfolk Housing Company Limited \(WNHC\)](#) (Company number 10368299)

12.3.1 In August 2016, Cabinet resolved⁴ to set up a wholly owned local authority company the main purpose of which is to help meet the council's statutory housing duties, by holding property that will be purchased and / or leased from the council in order to create and provide affordable housing. The company became a registered provider of social housing in 2018. It operates on a not for profit basis. The council has appointed members and officers to serve as company directors. The company reports to Cabinet.

12.3.2 WNHC is helping to secure investment in new affordable homes in the borough to meet identified need. Broad Street is an ambitious scheme that has transformed underused office space in King's Lynn town centre into temporary accommodation for couples and families who are, or have been, threatened with being homeless opened in 2018/19. The accommodation is managed by Broadland Housing Association.

12.3.3 During 2019/20 the company acquired a number of properties via Section 106 arrangements which were subsequently leased. Additional shared ownership properties were transferred to the company portfolio.

12.4 [West Norfolk Property Limited](#) (Company number 11305604)

12.4.1 The 2017 Annual Governance Statement set out governance arrangements for this vehicle to hold new private rented sector stock in the borough. The company, limited by shares, operates primarily to generate new revenue from housing stock developed and held on sites developed by the council. The council has appointed members and officers to serve as company directors. The company reports to Cabinet. A Business Plan and Intra Group Agreement were previously agreed by Cabinet in June 2018. Following agreement of [Cabinet in January 2019](#), the company articles were amended.

12.5 [West Norfolk Wins](#) (local lottery)

12.5.1 The first lottery draw for West Norfolk Wins took place on 26 May 2018. The introduction of a local lottery requires two licences approved by the Gambling Commission. Norfolk Community Foundation provide an independent due diligence review of the approval of good causes.

12.5.2 The Borough Council is a member of the Lotteries Council, the Gambling Commission and Gamble Aware. Gamble Aware funds research, prevention and treatment services to help reduce gambling harm. Gatherwell are the administrator for West Norfolk Wins and have extensive experience in administering council lotteries.

12.6 [Officer Major Projects Board](#)

12.6.1 The council has a range of projects that are identified within the approved capital programme. In addition to this, there is a multitude of other projects that are being worked on by a variety of officers. To support the management of the council's

⁴ 2 August 2016

property projects, an officer board has been established. The board includes executive directors and officers involved in capital funded property projects. The monthly board meetings consider project briefs, business cases, project progress, risk and reports to Management Team.

12.6.2 Following the publication of the Internal Audit report “KLIC Lessons Learnt” in March 2019, the Officer Major Projects Board established a reporting mechanism to enable the Audit Committee to monitor major projects and identify any steps or action required. A programme of reviewing each of the current large scale projects will also be undertaken.

12.7 King’s Lynn Town Deal Board

12.7.1 The council’s role is to organise the Board, and make the governance and decision making structures of the [Town Deal Board public](#). The Government has set out specific requirements about who the Board must include. They are:

- all tiers of local government
- upper-tier authorities
- the MP (or MPs)
- local businesses and investors
- communities
- Local Enterprise Partnerships (LEPs)
- Business Improvement Districts (BIDs)
- Jobcentre Plus

12.7.2 It must also include representation from some wider community bodies, such as:

- universities and further education
- hospitals
- local sports team
- cultural and creative institutions

13. **Known changes in the 2020/21 year**

13.1 Embedding the new risk management framework

Roll out briefings on the revised risk management framework. Align risk register with new corporate business plan and prepare 6 monthly risk updates to Management Team and Audit Committee.

13.2 Governance framework for the council’s companies

Review the governance framework of the council’s wholly owned companies and provide company director training for directors appointed to its companies.

13.3 To embed arrangements for record management and processing

Assurance work regarding GDPR.

13.4 Assurance work regarding the Annual Governance Statement

To implement the Internal Audit review of the council’s approach to develop the annual governance statement.

- 13.5 Review of the performance management framework
Review the performance management framework to ensure it is aligned with the new corporate business plan and Covid 19 recovery strategy.
- 13.6 Embedding of the new financial ledger
To embed the new financial ledger software's operational processes.
- 13.7 Policy outlining approaches to the council's housing regulatory function
To publish an overarching policy document that brings together and updates where appropriate, a collection of existing policies and approaches formulated over time.
Delayed by Covid response and staff absences.
- 13.8 Joint waste contract implementation
To implement a joint waste collection service in collaboration with Breckland and North Norfolk district councils.
- 13.9 Preventing Fraud and Corruption
To support joint working with Department of Work and Pensions and participate in the Norfolk Counter Fraud Hub.
- 13.10 KLIC Lessons Learnt Report
To implement recommendations.
- 13.11 Member development needs
Delivery of member induction programme and identification of development needs.
- 13.12 English Devolution and Local Recovery White Paper
To consider the Government's white paper anticipated in Autumn 2020 and implications for the council's governance.
- 13.13 Review of the Norfolk Museum Service SLA
To undertake a review of the service level agreement.

14. Covid-19 response

- 14.1 The Covid-19 pandemic required the council to act swiftly to support the local community and protect the safety of its staff, councillors, customers. The first wave in late 2019/20 had minimal impact on the governance arrangements and the council was able to take any necessary action in March 2020 using existing budgets and procedures including invoking emergency response and business continuity arrangements.
- 14.2 However, the ongoing and scale of the subsequent response to later waves and national measures in 2020/21 resulted in a rapid move to virtual meetings, increased flexible working arrangements, redeployment of staff, reductions in some services due to social distancing, related Covid 19 safe working practices and national guidance,

the furloughing of staff within key service providers, additional support for the homeless and rough sleepers and little scope for policy development.

- 14.3 Alongside partners on the Norfolk Resilience Forum, every effort has been made to maintain a business as usual approach and to maintain the delivery of key services to residents. During the required lockdown period, the council was able to consider urgent matters and decisions through its urgent decision procedure rules and arrangements. Legislative changes have enabled remote meetings and the council responded quickly and effectively to this with meetings recommencing following the Government's announcement and all committees were operational. The majority of staff were required to work from home, where possible, which has proven to have worked effectively, with no significant disruption to critical services or information security breaches. Other teams, such as those in enforcement, were refocused to support the provision of Covid-19 safe activities across the borough.
- 14.3 The response also required the development of new functions involving the processing of new Government grants and rate reliefs to businesses and support services for vulnerable residents. The Financial Service team's workload, for example, has increased as a result of Covid 19, and alongside this the council has successfully:
- Administered the new government Covid discounts reducing nearly 1,200 business rates bill to nil
 - Paid 3,334 Small Business and Retail, Hospitality and Leisure Grants totaling £38.650m
 - Paid 130 Discretionary Grant applications totaling £951k
 - Paid nearly 11,000 mandatory and discretionary Local Restrictions Support Grants and lockdown payments totaling just over £21million
 - Paid 45 Christmas Support payments totaling £45,000 to wet-led pubs to support them over the Christmas 2020 period
 - Paid 225 £500 payments to support low income residents who have had to self-isolate as they have tested positive for Covid-19, or are a close contact of someone who has tested positive,
 - Implemented government changes to housing benefit, increasing the incomes of over 1,600 residents
 - Awarded £470k in additional discretionary Council Tax Reduction payments
 - adapted more than 500 Council Tax payment arrangements to the customers' needs
- 14.4 A new, temporary cabinet portfolio holder for emergency planning was appointed in March 2020 to specifically support the council's Covid 19 response.
- 14.5 The council has continued to keep residents and other stakeholders advised of developments or assistance that is available through the website or via social media, which included collaboration with community and voluntary sector organisations to support our most vulnerable residents at this time with food, medication, befriending and general advice and support, and via the New Anglia LEP to help support businesses.

- 14.5 It is anticipated that Covid 19 will continue to have significant impacts upon the authority in 2021/22 and will require a review of corporate priorities and the Covid-19 recovery strategy, the financial plan, working practices and subject to legislation the operation of virtual meetings.
- 14.6 As referred to in 8.1.8 there were signs that the response to Covid-19 and ongoing recovery activities were creating capacity challenges and these pressures were faced by the sector as a whole.
- 14.7 To offset the additional financial pressures being faced by Local Government, the Government has provided the following support:
- Additional grant funding - funding has been provided in five tranches during 2019/20, 2020/21 and 2021/22
 - Sales, fees and charges scheme - compensation for reductions in income in 2020/21 and the first three months of 2021/22
 - Council Tax and Business Rates Losses - to fund 75% of irrecoverable losses in council tax and business rates
 - Local Council Tax Support Grant - a new grant for 2021/22 to compensate authorities for the expected additional cost of Local Council Tax Support schemes in 2021/2
 - National Leisure Recovery Scheme - to support leisure facilities It is unclear at this stage whether this funding will be sufficient to offset all of the financial pressures and Local Government continues to lobby for further funding to be made available
- 14.8 Despite the breadth and pace of the response, Covid 19 has not led to any significant weakness in the Council underlying governance arrangements in 2020/21.
- 14.9 It is essential that the Council focuses on the likely impact that the crisis, and its aftermath, will have on income levels both now and potentially into the future. The council is aware of issues that could affect its financial position such as reduced income streams arising from commercial investments, properties and services, delays and arrears in payments for chargeable services and ongoing Covid 19 related additional costs such as PPE, sanitising materials and reduced income due to limitations on the use of buildings. The Council is working with political leaders, local MPs and council networks to continue lobbying the government to minimise the impact for the borough financially and the impact to our community.

15. EU Transition

- 15.1 Following the exit of the United Kingdom (UK) from the European Union (EU) on 31 January 2020, the UK and the EU entered a transition period for the negotiation of the future relationship. This transition period ended on 31 December 2020 and a trade deal was reached. The UK left the EU on 31 January 2020 but has benefited from continued membership of the single market and customs union over the last year. The end of the transition period has brought about widespread changes for British businesses and citizens, as a new chapter in the country's relationship with its neighbours begins. The Norfolk Resilience Forum operated an EU Exit Group to concentrate on relevant preparations represented by the council's Brexit Lead Officer.
- 15.2 Whilst there has been no legal cliff edge in January 2020 as most EU rules and laws have or will be converted into UK law, there are other changes for councils including new responsibilities for regulatory services, possible changes in data governance and

proposals for new UK migration rules which have a bearing on staff recruitment processes. The Cabinet Office has also taken the opportunity of EU Exit to review EU procurement law and is seeking greater local flexibilities in these processes. In line with Government guidance the council, working with the Norfolk Resilience Forum, has provided information about the EU Settlement Scheme for EU citizens living in the area.

- 15.3 Work has been undertaken at a national level to ensure a legal framework is in place to regulate businesses in respect of the supply of food and consumer goods. The council's Environmental Health Officers remain conversant with legal changes to support local business and ensure compliance. An additional burden will fall to the Environmental Health – Commercial team. For example, officers are required to issue Export Health Certificates to allow shellfish exporters to sell consignments export to the EU.
- 15.4 Public Procurement Rules Reforms are being undertaken by the Government Cabinet Office with the aim to establish a new, more simplistic, UK procurement law based on Government Procurement Agreement (GPA) as set by the World Trade Organisation (WTO). The UK public sector remains and will continue to remain under any new UK procurement law, bound by the GPA.

16. Action Plans

- 16.1 In the Annual Governance Statement for 2019/20, an action plan for 2020/21 was set out to deal with governance issues identified during the review for that year and is attached at Appendix A.
- 16.2 The action plan for 2021/22 is attached at Appendix B.

17. Assurance summary

- 17.1 From the review undertaken, the assessment and ongoing monitoring work completed⁵ and supported by the verification work undertaken by Internal Audit, we have reached the opinion that key systems are operating soundly and that there are no fundamental weaknesses.
- 17.2 No system of internal control could provide absolute assurances against material misstatement or loss; this statement is intended to provide reasonable assurance. We are satisfied that an on-going process for identifying, evaluating and managing key risks exists. These risks are reflected in the audit plan, the Corporate Risk Register and are the subject of separate reports during the course of the year.
- 17.3 We propose over the coming year to take steps to address matters identified to further enhance our governance arrangements. We are satisfied that the steps outlined at Appendix B will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

⁵ By the Audit Committee during 2019/20

Signed:

Cllr Stuart Dark MBE
Leader of the Council
Date:

Lorraine Gore
Chief Executive
Date:

Cllr Ian Devereux
Chair of the Audit Committee
Date:

Appendix A - Action plan for the 2020/21 year

Item		Action	Responsible Officer	Target Date
1	Embedding the new risk management framework.	Roll out briefings on the revised risk management framework. 6 monthly risk updates to Management Team and Audit Committee.	Assistant to the Chief Executive	March 2021
2	Governance framework for the council's companies.	Review the governance framework of the council's wholly owned companies.	Chief Executive	March 2021
3	Assurance work regarding GDPR.	To embed arrangements for record management and processing.	Chief Executive	March 2021
4	Assurance work regarding the Annual Governance Statement.	To support the Internal Audit review of the council's approach to developing the annual governance statement.	Assistant to the Chief Executive	March 2021
5	Training for the council's appointed directors on the role and responsibilities of a company director.	To provide company director training for directors appointed to its companies.	Chief Executive	March 2021
6	Update address gazetteer.	To ensure the address gazetteer is update in preparation for Census 2021.	Assistant Director – Environment & Planning	January 2021
7	Review of the performance management framework.	Review the performance management framework to ensure it is aligned with the new corporate business plan.	Assistant to the Chief Executive	March 2021
8	Implementation and embedding of the new financial ledger.	To implement and embed the operational processes of the new financial ledger software.	Assistant Director - Resources	March 2021
9	Digital exclusion strategy/policy.	Develop a digital exclusion policy/strategy.	Executive Director	March 2021
10	Develop revised media protocols.	To develop revised social media protocols.	Assistant Director – Central Services	March 2021
11	Public Services Network (PSN) compliance	Ensure PSN compliance during 2020/21 including progressing any actions identified as a result of the 2019 audit.	Assistant Director - Resources	March 2021
12	Policy outlining approaches to the council's housing regulatory function.	To develop a policy that outlines the council's approach to regulation with its housing functions.	Chief Executive	March 2021
13	Implementation of new waste collection service.	To implement: <ul style="list-style-type: none"> A joint waste collection service in collaboration with Breckland and 	Assistant Director – Operations and	March 2021

Item		Action	Responsible Officer	Target Date
		North Norfolk district councils. <ul style="list-style-type: none"> • A food waste treatment service. • A garden waste treatment service. 	Commercial	
14	Norfolk Fraud Hub	To support joint working with DWP and participate in the Norfolk Counter Fraud Hub.	Assistant Director - Resources	March 2021
15	Payment Card Industry (PCI) compliance.	To respond to issues identified during the 2019 PCI audit.	Assistant Director - Resources	March 2021
16	Audit Committee Task Group regarding major projects and KLIC lessons learnt review	To support the Audit Committee Task Group with its work regarding the Major Projects Board and 'KLIC Lessons Learnt Review'.	Chief Executive	March 2021
17	Equalities training programme	Development of a training programme to support the equalities policy.	Assistant Director – Central Services	March 2021
18	Review the council's governance model	To review and examine alternative governance models to the current Strong Leader and Cabinet Model	Chief Executive	March 2021
19	English Devolution and Local Recovery White Paper	To consider the white paper on English Devolution and Local Recovery.	Chief Executive	March 2021
20	Service level agreements	To review service level agreements covering: <ul style="list-style-type: none"> • Alive West Norfolk • EastLaw 	Assistant to the Chief Executive	March 2021
		To review service level agreements covering: <ul style="list-style-type: none"> • Norfolk Museum Service 	Assistant Director - Regeneration, Housing and Place	March 2021

Appendix B - Action plan for the 2021/22 year

Item		Action	Responsible Officer	Target Date	Update – September 2022
1	Internal Audit	Agreement with Eastern Internal Audit Services for the provision of Internal Audit Services	Assistant Director - Resources	June 2021	Interim arrangement in place until final agreement signed in November 2021. New arrangements implemented and working well.
2	Waste contract monitoring systems	Implementation of new systems related to: Waste collection contract Garden waste contract	Waste & Recycling Manager	Mar 2022	April 2022 updated software system for waste management became live and is working as expected.
3	Care and Repair contract monitoring systems	Implementation of new systems relating to Care and Repair contract	Assistant Director –	Mar 2022	Process developed and includes a performance measure for each contract. New monitoring role created to support the system administration and to be recruited to in autumn 2022.
4	High Street Heritage Action Zone	High Street Heritage Action Zone, HAZ Project officer recruitment and programme management	Assistant Director – Regeneration, Housing and Place	Mar 2022	High Street HAZ programme did not proceed as Heritage England withdrew the funding offer. The HAZ programme is in the process of being formally closed.
5	Housing Delivery Test – Action Plan	Implementation of actions falling within 2021/22	Assistant Director - Environment & Planning	Mar 2022	The latest HDT was formally announced in January 2022, and was passed (96%), therefore no further action was required.
6	Community Infrastructure Levy	12 month review of Community Infrastructure Levy proposed governance and spending arrangements	Assistant Director - Environment & Planning	November 2022	Revised governance arrangements were agreed by Cabinet on 2 August 2022 and will be implemented for future applications in 2023.
7	Public Services Network (PSN) compliance	Ensure PSN compliance during 2021/22 including progressing any actions identified as a result of the 2020 audit.	Assistant Director - Resources	March 2022	PSN compliance across Local Authorities is being reviewed by Central Government currently. However, we still retain the major element of an ICT health check and are in the process of bringing in National Cyber Security Centre approved CHECK assessors for 2022.
8	Governance framework for the council's companies.	Review the governance framework of the council's wholly owned companies.	Chief Executive	March 2022	Report received from Anthony Collins Solicitors July 2022 and under consideration by Cabinet. Review was delayed pending publication of relevant guidance by CIPFA in May 2022. Listed on the Forward Plan for Oct 2022.

Item		Action	Responsible Officer	Target Date	Update – September 2022
9	Training for the council's appointed directors on the role and responsibilities of a company director.	To provide company director training for directors appointed to its companies.	Chief Executive	March 2021	See line 8 above. Will follow from Cabinet's decisions.
10	Assurance work regarding the Annual Governance Statement.	To support the Internal Audit review of the council's approach to developing the annual governance statement.	Assistant to the Chief Executive	March 2022	Ongoing. Amendments made to the AGS for 2021 and 2022.
11	Embedding of the new financial ledger.	To implement and embed the operational processes of the new financial ledger software.	Assistant Director - Resources	March 2022	The new financial system went live in April 2020 just as the initial Covid restrictions were put in place. A number of issues emerged on the system which took time and resource to resolve. Training has been focussed on specific areas and is now being more widely delivered (with a training development programme being devised and modules to support it). Other system development work is being considered as part of an improvement plan.
12	Norfolk Fraud Hub	To support joint working with DWP and participate in the Norfolk Counter Fraud Hub.	Assistant Director - Resources	March 2022	<p>Some FraudHub members are currently having difficulties in resourcing fraud areas. The lead sponsor, Norfolk County Council, has recently agreed to a further 2 financial years funding of the FraudHub. However, there has been no recent meeting held with the Norfolk FraudHub Steering Group. This is due to the impact from the pandemic and other workstreams continuing as a result of it. Funding has been agreed through the lead sponsor to continue with the Single Person Discount (SPD) review project for the current financial year 2022/2023.</p> <p>DWP joint working has now resumed following the Covid-19 pandemic and the redeployment of many of the DWP investigation Team. Contact has recently been received on a case for joint working purposes.</p>
13	English Devolution and Local Recovery	To consider the white paper on English Devolution and Local	Chief Executive	March 2022	White Paper revised and The Levelling Up and Regeneration Bill was published on 11 May 2022. Two

Item		Action	Responsible Officer	Target Date	Update – September 2022
	White Paper	Recovery.			bids submitted for Levelling Up funding for the geographic borough; one by BCKLWN and another by Norfolk County Council.
14	Develop revised media protocols.	To develop revised social media protocols.	Assistant Director – Central Services	March 2022	Rescheduled to December 2023 to link with the review of practices after the forthcoming borough elections.
15	Equalities training programme	Development of a training programme to support the equalities policy.	Assistant Director – Central Services	March 2022	Programme development and delivery rescheduled to March 2023.

Appendix C - Corporate Governance has been weaved through all functions of the Council including but not limited to those listed in this table.

Policies, Strategies, Rules & Codes	Processes and Frameworks	Key documents	Functions
<ul style="list-style-type: none"> • Anti-Fraud and Anti-Corruption Strategy • Capital Strategy • Code of Conduct • Computer usage policy • Constitution • Data Quality Strategy • Efficiency Plan • Employment rules • Equality policy • Financial Plan • Financial procedure rules and standing orders (within Constitution) • Financial regulations • Health and Safety Policy • ICT policies • Information Governance Policies • Medium Term Financial Strategy • Member/Officer protocol • Members' allowances scheme (Constitution) • Members' code of conduct (Constitution) • Officers' code of conduct (Constitution) • Pay policy statement • Procedure rules (contracts, employment, meetings) (Constitution) • Procurement regulations • Procurement strategy • Protocol on member / officer relations (Constitution) • Prudential Code • Risk Management Strategy • Safeguarding Policy • Scheme of Delegation (within Constitution) • Statement of Community Involvement • Travelling abroad with Council devices policy • Terms of reference for task groups • Treasury Management Policy statement • Whistleblowing policy • Workforce learning and development 	<ul style="list-style-type: none"> • Benchmarking • Budget consultation • Budget process • Business continuity framework • Car Park Management • Civil Parking Enforcement • Competency frameworks • Complaints process • Corporate Business Plan • Customer Care Standards • Customer feedback process • Environment policy • Environmental Statement • EQIA policies • Equality Monitoring • Extended Managers Meetings • Health and Safety policy • Induction process (member and officer) • Internal Audit Strategic Plan • Job evaluation process • Legal Services • Managing performance (people) framework (including appraisal process) • Meeting timetable • Member allowances publication • Member training • MRF Partnership Care & Repair • MT/Union meetings • Officer membership of professional bodies • Performance Management (business) framework • PRP targets • Risk management process • Scrutiny framework (Constitution) • Senior Staff Salary publication • Staff Briefing • Training for chairmen and vice-chairmen 	<ul style="list-style-type: none"> • Agendas & Minutes • Alive Trust/Management • Annual audit letters • Annual Directorate Plans • Annual Governance Statement • Assurance Statements • CCTV Operating Manual • CNC Building Control • Committee reports, agendas and minutes • Complaints reports • Consultation register • Corporate Risk Register • Council tax booklet • Council website • Delegation Agreement & SLA • Employee Handbook • Enforcement Policy • External inspection / review reports • Harassment Procedure • Internal Affairs • Intranet • JNC terms & conditions • Job descriptions/specs • Key decisions (within Constitution) • Law & governance • Local Plan • Members Bulletin • Neighbourhood Development Plans • Publication Scheme (FOI) • Quarterly Performance Reports • Record of decisions • Register of interests • Report templates • Salary scales • Senior management remuneration report • Service level agreements • Service plans • Standard timetable for circulation of agendas • Statement of Accounts • Statement of Internal Control (part of AGS) • Timetable of council meetings • Training programmes • Transparency publications • West Norfolk Partnership • Workforce development and Plans • Working Protocol 	<ul style="list-style-type: none"> • Audit Committee • Community Information Points • Democratic Services • External audit (and other reviews) • Finance service • Functions and responsibilities of senior officers and councillors (within Constitution) • Head of Paid Service • Health and Safety Officer • ICT Development Group • Independent remuneration panel • Internal Audit • Local Government Ombudsman (report) • Management Team • Member Major Projects Board • Monitoring Officer • Monitoring Officer report • Officer Major Projects Board • Policy Development and Review Panels • Policy, Performance and Personnel Services • PR/Communication • S151 officer • Social media • Standards Committee • Statutory reports • Terms of reference for committees (Constitution) • Website • Weekly CEO/Leader meetings

Appendix D – Governance is also embedded in our Joint , Contracted in and/or out Partnership Working. The list of such Partners are contained in this table.

Partnerships/joint working

- College of West Anglia via Lynnsport
- Improving Educational Attainment Steering Group
- King’s Lynn Area Consultative Committee
- Kings Lynn Business Improvement District
- Lily
- New Anglia LEP
- Norfolk Arts Forum Executive
- Norfolk Business Rates Pool
- Norfolk Climate Change Partnership
- Norfolk Coast Partnership Management Group
- Norfolk Community Safety Partnership
- Norfolk Community Safety Scrutiny Sub-Panel
- Norfolk Counter Fraud Hub
- Norfolk Health and Wellbeing Board
- Norfolk Health Overview and Scrutiny Committee
- Norfolk IHAT strategy group (Integrated Housing Adaptations Team)
- Norfolk Joint Museums and Archaeology Committee
- Norfolk Local Authority Tourism Group
- Norfolk Parking Partnership
- Norfolk Parking Partnership Joint Committee
- Norfolk Police and Crime Panel
- Norfolk Rail Policy Group
- Norfolk Records Committee
- Norfolk Resilience Forum
- Norfolk Waste Enforcement Group
- Norfolk Waste Partnership
- Norfolk Serious and Organised Crime Group
- Norfolk Strategic Housing Partnership
- North Norfolk and Breckland district councils – waste and recycling contract procurement
- Operational Partnership Team (community safety)
- Wash East Coastal Management Strategy Stakeholder Forum
- West Norfolk and King's Lynn Girls School Trust
- West Norfolk Chamber of Commerce Council
- West Norfolk Community Transport Project
- West Norfolk Partnership
- West Norfolk Tourism Forum

Wholly owned council companies

- Alive West Norfolk
- West Norfolk Housing Company Limited
- West Norfolk Property Limited

Contracted out services

- Alive West Norfolk - Leisure, culture and sports development services
- Bedford Borough Council – Payroll processing
- Eastlaw – Legal services
- Gatherwell Limited - West Norfolk Wins lottery
- Serco - Waste and recycling collection
- Lovell Partnerships Ltd - Major Housing Contract
- 17 contractors - Care and Repair aids and adaptations work
- Herefordshire Housing Ltd - Careline alarm monitoring contract (expired March 2021)
- Lifeline 24 Ltd - Careline alarm monitoring contract (1 April 2021)
- Greenworld Sales Ltd - Garden waste composting (April 2021)
- Eastern Internal Audit Services - Internal Audit Management (June 2021)

Shared services

- Internal Audit Manager – Fenland District Council (expired June 2021)

Services we provide for other councils

- On and/or off street parking services/administration in Great Yarmouth, South Norfolk, North Norfolk, Breckland and Broadland areas
- CCTV - Breckland, Norfolk County Council and Great Yarmouth
- Management of Disabled Facilities Grants – Breckland District Council (ended March 2021) and Fenland District Council
- Strategic housing – Breckland District Council
- Careline Services – North Norfolk District Council
- Procurement – Boston Borough Council

Glossary of terms

Annual Governance Statement (AGS)	The Annual Governance Statement which describes how corporate governance arrangements have been working for a period of time indicated. It is a public report by the council on the extent to which it complies with its own local 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.
Audit Committee	The Audit Committee considers the council's governance arrangements and ensures that the financial affairs of the council are properly conducted.
Budget	The estimate of income and expenditure for a set period of time, for the council this covers the financial year 1 April until 31 March each year and includes all the financial resources allocated to different services and projects.
Capital Programme	This identifies agreed capital schemes, showing the total cost of schemes and the projected phasing of those schemes over current and future financial years.
Code of conduct	The Code sets the standards and behaviour expected of councillors and co-opted members.
Code of Corporate Governance	The Code of Corporate Governance describes the arrangements in place to ensure that the council conducts its business in accordance with the law and proper standards and that public money is safeguarded, properly accounted for and used economically, efficiently and effectively.
Constitution	The council's constitution contains the standing orders, scheme of delegation, financial regulations and contracts procedure rules. The constitution also contains the policies for anti-fraud and corruption, anti-bribery and whistleblowing.
Corporate Business Plan	This document details the vision, priorities and objectives of the organisation.
Corporate Risk Register	This is a formal record of the major risks facing the council and the mitigating actions to reduce the risk.
Data Protection Act 2018	The Data Protection Act 2018 and associated General Data Protection Regulations which came into force in May 2018. This strengthens the regulatory environment for data owners, controllers and processors and aligns legislation with other European countries.
Data Protection Officer	A Data Protection Officer (DPO) is a role required by GDPR. Data Protection Officers are responsible for overseeing data protection strategy and implementation to ensure compliance with GDPR requirements.
Extended Management Team	Comprises the Chief Executive, Executive Directors, Assistant Directors and Service Managers.
Governance	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 and 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.
Head of Paid Service	The most senior officer with overall responsibility for the management and operation of the council. Also known as the Chief Executive.
Internal Audit	This is an independent, objective assurance and consulting activity designed to add value and improve the council's operations.
Licensing Committee	Committee of councillors that undertake all licensing and gambling functions, powers and duties conferred on the council under the Licensing Act 2003 and the Gambling Act 2005.
Local Plan	A Local Plan sets out the local planning policies and identifies how land is used, determining what will be built where. Once a local plan

	becomes adopted it provides the framework for development within an area.
Management Team	Comprises the Chief Executive and Executive Directors.
Medium Term Financial Strategy	The council's key financial planning document. It aims to provide the council with an assurance that the spending plans are affordable over the medium term (five years). The MTFS includes a five year budget forecast that is reviewed annually as part of the budget setting process.
Monitoring Officer	The officer charged with ensuring that everything that the council does is fair and lawful.
Performance Indicators	A measurable value that demonstrates how effectively the organisation is achieving against its key objectives
Planning Committee	Committee of councillors that sit as the local planning authority to determine planning applications (not delegated to officers).
Policy Framework	The plans and strategies, which have been adopted by the Full Council in accordance with which the Leader of the Council, Cabinet, policy development panels, committees and officers must operate.
Risk Management	This is an important part of both corporate governance and performance management. It allows the council to avoid problems and failures, rather than just reacting to them when they arise. It helps the council to identify where it needs to focus its efforts and resources, to exploit more opportunities and suffer fewer failures.
Scheme of delegation	This sets out how the Cabinet and full Council have delegated their executive and non-executive powers.
Section 151 Officer	The officer responsible for the administration of the financial affairs of the council (under section 151 of the Local Government Act 1972). Also known as the Chief Finance Officer.
Statement of Accounts	The Statement of Accounts show, in financial terms, the performance of the council for the year indicated. It is a statutory publication produced in accordance with legislative requirements and the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Local Authority Accounting in the United Kingdom.

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Audit Committee		
DATE:	26 September 2022		
TITLE:	Business Continuity – annual update		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):	Leader		
REPORT AUTHOR:	Dave Robson, Environmental Health Manager		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
The report outlines the current position of the Council's business continuity arrangements, summarises progress made since the last update on 12 October 2021 and describes work that is planned to be undertaken over the coming months.
KEY ISSUES:
The Council has a responsibility as a Category 1 responder under the Civil Contingencies Act 2004 to develop and maintain plans to ensure that, as far as is reasonably practicable, key services can continue to be performed in the event of a disruption or emergency.
OPTIONS CONSIDERED:
Not applicable; the Council must have plans in place under the Civil Contingencies Act 2004.
RECOMMENDATIONS:
The Audit Committee are asked to <ol style="list-style-type: none"> 1. review progress made and endorse the approach being taken to the Council's business continuity arrangements; and 2. confirm whether annual updates on the topic are required.
REASONS FOR RECOMMENDATIONS:
To ensure that members are kept informed about the Council's business continuity arrangements.

1 Background

1.1 The Civil Contingencies Act 2004 places a duty on Category 1 responders (as defined by the act and which includes all local authorities) to develop and maintain plans for the purpose of ensuring that, so far as is reasonably practicable, if an emergency occurs they are able to continue to perform their key services / critical activities. This means that, in the event of a disruption or emergency, the Council must have plans available to ensure that it can mobilise the functions it needs to:

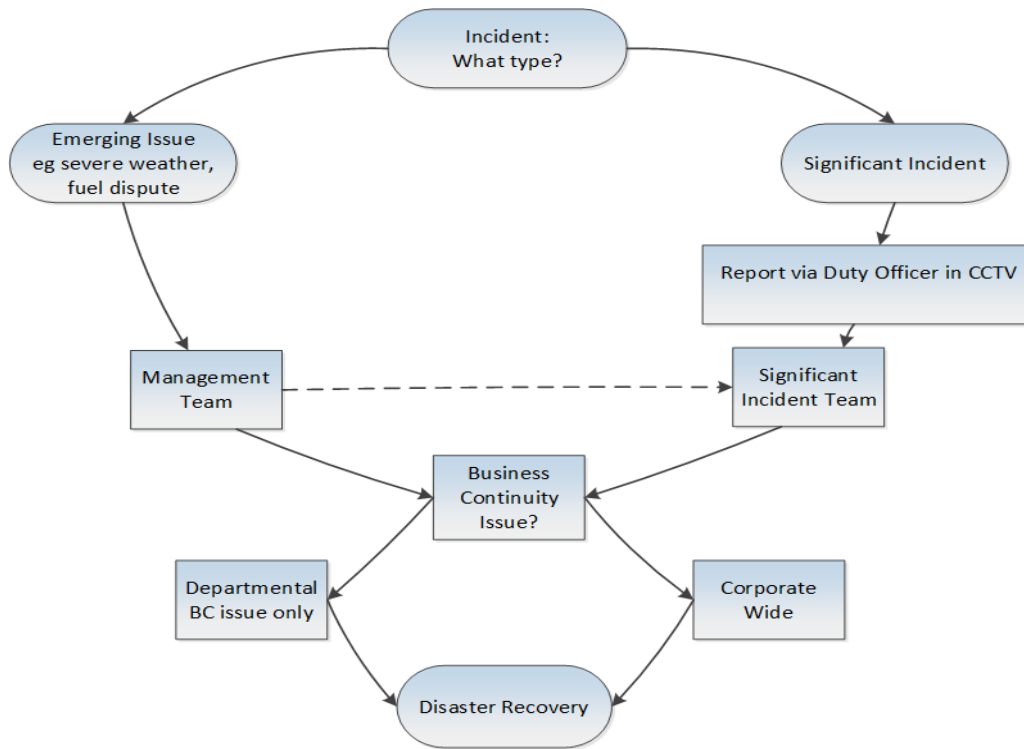
- deal with any emergency
- ensure that the impact of the emergency on the council's day-to-day activities is kept to a minimum, and
- ensure that, so far as possible, vital services for the community can be maintained at appropriate levels.

1.2 Business continuity management in the authority is based around a framework of documents as shown below:



1.3 The responsible officer for business continuity in this authority is an Executive Director, assisted by a group of officers from across the council – the Business Continuity Corporate Officer Group. Implementing business continuity is the responsibility of the Council's Management Team. However, all members of staff have a responsibility to be aware of the plans that affect their service area and their role following invocation of any business continuity plan.

1.4 Incidents are broadly of two types. An emerging incident where sufficient notice is given such as in the case of prolonged severe weather or an incident that happens without prior warning but requires immediate senior management attention. The initial Council response in those scenarios differs and is summarised in the following chart.



- 1.5 A Significant Incident Team will usually be the first point of contact for an incident requiring immediate senior management attention. Such an incident may be an unexpected death or tragic event. Equally, it may be an event causing injuries, a fire in a council building or damage to a facility that could result in injury to staff and/or the public at large. It may also be an event that may attract significant or adverse media interest and is linked to the council's activities, this may include issues such as a lost child in the resort where the child hasn't been located within a 'reasonable' time and the search by our staff and police is escalated.

2 Current position

- 2.1 Critical activities are those services that protect life and safety, or are considered essential to support such activity and are considered critical to restore and deliver in the event of a disruption or emergency. The Council's critical activities are:
- Customer Information Centre – response to customer contacts
 - Corporate Communications – including website
 - CCTV responsive functions control room
 - Emergency Planning – response to recovery and incidents
 - Homelessness
 - ICT – to support other teams
 - Incident Management Team – Executive Directors and support staff
 - Personnel – for staff contact details (not normal business)
 - Property Services – for building access/maintenance (not normal business)
 - Electoral Services – if during a critical time
 - Env Health – Food Safety / Health & Safety– if during an incident
 - Env Health – Environmental Quality – if during an incident

- 2.2 A risk assessment has been undertaken to identify the potential threats to the critical activities. A 'threat card' is in place for each of the threats to guide the Incident Management Team in their consideration of response. The currently agreed threats to the critical activities are listed below. The threat cards were updated in March 2022 and include:

- Loss of Staff
- Loss of ICT
- Loss of King's Court
- Fuel Shortage

2.3 The Council's business continuity policy and strategy was agreed in 2022 by the Chief Executive under delegated powers.

3 Progress since last report in October 2021

3.1 Activities undertaken by the corporate officer group since October 2021 are shown below:

- IT Infrastructure Task and Finish Group has completed works to ensure the IT network is resilient should the King's Court Work Area Recovery plan be invoked. Additional works include Teams telephony to improve communications, Zoom member meetings for YouTube purposes and the installation of Office365.
- Out of Hours Contact Card details revised and circulated.
- All critical and non-critical bronze plans reviewed in August 2022.
- Metis 21 – cyber-attack exercise, how to function without elements of normal IT being available
- The internal business continuity Incident Response Plan was reviewed and published.
- A task and finish group has been set up to review how we communicate to staff and members during a bc incident including a review of how we use the BC portal (which currently has limited functionality).

3.2 Periodic updates on business continuity have been published in Internal Affairs and the Members Bulletin that remind staff and members of the importance of business continuity and how to access the Council's business continuity portal following an incident.

4 Forward work plan

4.1 The corporate officer group has a work plan in place for the next 12 months. Our planning and exercise programme is based upon the agreed threats and is cyclical in nature. Work to be undertaken includes:

- High level 'business impact assessment' was undertaken in October 2021, next assessment due in December 2022 – this is a review of all business activity against a set of criteria to confirm in which order services should be recovered in the event of a disruption.
- Progress actions agreed by Management Team following exercise Metis 21.
- Progress recommendations from the 2022 Corporate Business Continuity Audit.
- Review live incidents after the event and ensuring the lessons learnt are implemented in future planning.
- Plan for exercise Metis 22, to be held on 30th September 2022.

5 Conclusion

The Council's business continuity arrangements are aligned to the principles of ISO22301 – which aims to minimise the impact of disruptive incidents. Business continuity is not a static process; it is therefore important that, as the nature of the organisation changes, our business continuity arrangements reflect those changes.

6 Recommendation

The Audit Committee are asked to note progress made, endorse the approach being taken to the Council's business continuity arrangements and confirm that annual updates are required.

7 Corporate Priorities

Not applicable, statutory requirement.

8 Policy Implications

Policy last reviewed in 2019 but publication initially delayed to 2020 pending the senior management restructure and then by the ongoing requirements of the Covid-19 response.

9 Financial Implications

None in this update.

10 Personnel Implications

None in this update.

11 Statutory Considerations

The Council is a Category 1 responder under the Civil Contingencies Act 2004 and therefore has a duty to develop and maintain plans of this nature.

12 Equality Opportunity Considerations

None in this update.

13 Risk Management Implications

Business continuity arrangements are included on the council's risk register.

14 Environmental considerations

None in this update.

15 Declarations of Interest / Dispensations Granted

None in this update.

16 Background Papers

Business Continuity Policy Statement and Strategy
Civil Contingencies Act 2004
ISO22301 Business Continuity Management Standard

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Audit Committee		
DATE:	26 September 2022		
TITLE:	Audit Committee Terms of Reference		
TYPE OF REPORT:	Approval		
PORTFOLIO(S):	All		
REPORT AUTHOR:	Faye Haywood Internal Audit Manager		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY

PURPOSE OF REPORT/SUMMARY:
<p>The Audit Committee was established in 2006, with Terms of Reference drawn up in line with the guidance from the Chartered Institute of Public Finance and Accountancy (CIPFA). The Terms of Reference should be reviewed every three years by the Committee and any updates presented to Cabinet for approval and Council for approval and incorporation into the constitution.</p>
KEY ISSUES:
<p>The Audit Committee effectiveness report highlighted improvements required to meet the requirements of the</p> <p>Through discussion with the committee and upon reviewing the latest guidance from CIPFA (CIPFA position statement 2022 Audit Committees in Local Authorities and Police) the following amendments are suggested.</p> <ul style="list-style-type: none"> • A commitment to reviewing the TOR every three years by the Committee and if changes are agreed recommending these are approved by Council. • The Committee’s responsibility for receiving assurances on the Councils Local Authority Trading Companies. • The term Chairman revised to Chairperson. <p>As outlined within the above updated guidance from CIPFA, it is anticipated that it will be requirement for Audit Committee’s to appoint non-voting lay persons. This will involve a change to the Council’s constitution. A paper will be provided to the Audit Committee in due course to explain the requirement and options in more detail.</p>
OPTIONS CONSIDERED:
<p>To approve or amend the above highlighted amendments to the Audit Committee’s TOR.</p>
RECOMMENDATIONS:
<p>That Audit Committee to approve or amend the TOR and recommend to Cabinet and to Council that the revised Terms of Reference for the Audit Committee be adopted.</p>
REASONS FOR RECOMMENDATIONS:
<p>To enable the Audit Committee to continue to fulfil its role as required by Accounts</p>

and Audit Regulations 2015 and in accordance with the guidelines provided by CIPFA.

F - Audit Committee

Composition

- The Audit Committee shall consist of 9 Members and no councillor shall be appointed who is a member of the Cabinet, or a Deputy Cabinet Member.
- The Council shall appoint its Chairperson, and the Committee shall appoint its own Vice-Chairperson.

Introduction

The Audit Committee was set up in 2006, with Terms of Reference drawn up in line with guidance from the Chartered Institute of Public Finance and Accountancy (CIPFA). These were approved by Council in November 2006.

These Terms of Reference describe the purpose, authority and principal responsibilities of the Audit and Risk Committee.

The Terms of Reference need to be reviewed by the Committee every three years or more often as required. Any changes will be recommended to Cabinet to be approved and then to Council for approval.

Statement of Purpose

The purpose of an Audit Committee is to provide independent assurance of the adequacy of the risk management framework and the associated control environment, independent scrutiny of the Council's financial and non-financial performance to the extent that it affects the Council's exposure to risk and weakens the control environment, and to oversee the financial reporting process.

Responsibilities

The main areas of responsibility for the Audit Committee will be to:

- a. Monitor the Council's responsibilities under the Accounts and Audit Regulations 2011 and approve the Statement of Accounts.
- b. Review the Council's assurance statements, including the Annual Governance Statement (AGS), to check that it properly reflects the risk environment and any actions required to improve it.
- c. Monitor the Council's compliance with Financial Regulations and Contract Standing Orders and consider any proposals for changes to these.
- d. Agree with the external auditor the basis of the annual audit, including the overall level and composition of the fee and the content of performance work.
- e. Receive reports by the external auditor, including all performance reports and the Annual Management Letter.
- f. Monitor delivery of the internal audit activity, fraud investigation work and Risk Management in the Council.
- g. Monitor the response to audit reviews and investigations and the implementation of agreed recommendations.
- h. Receive reports by any other inspectorates including all performance reports.

- i. Report and/or bring matters to the attention of Council through the Cabinet on issues that require further review or action.
- j. Instigate an investigation or review on matters that arise from internal and external audits, where further information is required.
- k. Receive assurance that there is sound system of internal control and risk management process in place for each of the Councils Local Authority Trading Companies.

Core Functions

In order to fulfil the above responsibilities, the Audit Committee will need to carry out the functions described below:

- a. Consider the effectiveness of the Council's risk management arrangements, the control environment and associated anti-fraud and anti-corruption arrangements.
- b. Monitor action taken on risk-related issues identified by management, auditors and inspectors (notably through monitoring progress identified on risks included in the corporate risk register).
- c. Review internal audit's strategy and plan and monitor performance.
- d. Review summary internal audit reports and the main issues arising and seek assurance that action has been taken where necessary.
- e. Receive the annual report of the Audit Manager.
- f. Receive the reports of external audit and inspection agencies.
- g. Ensure that there are effective relationships between external and internal audit, inspection agencies and other relevant bodies, and that the value of the audit process is actively promoted.
- h. Monitor management action in response to any issues raised by internal audit.

Meetings

There will be a minimum of four meetings per annum, but this can be increased if the workload requires it. The forthcoming programme of work will be reviewed at each meeting.

Internal Audit should be able to meet privately with the Committee.

There should be opportunity for the Audit Committee to meet privately and separately with the external auditor, independent of the presence of those officers with whom the auditor must retain a working relationship. If the Committee decides that a meeting is required, suitable arrangements will be made by the Chairperson.

AUDIT COMMITTEE REPORT

REPORT TO:	Audit Committee		
DATE:	26 September 2022		
TITLE:	Internal Audit Assessment Risk Maturity		
TYPE OF REPORT:	Information		
PORTFOLIO(S):	All		
REPORT AUTHOR:	Faye Haywood, Internal Audit Manager		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
To provide the Audit Committee with the Internal Audit assessment that was undertaken of the Councils risk maturity and outline the recommendations that have been proposed to Management Team for consideration.
KEY ISSUES:
To enhance the Council's approach to risk management, a set of recommendations have been proposed. Internal Audit should be involved in championing the improvements.
OPTIONS CONSIDERED:
<i>Not applicable</i>
RECOMMENDATIONS:
The Audit Committee are requested to receive the report on Risk Maturity.
REASONS FOR RECOMMENDATIONS:
In receiving this report, the Committee is provided with an independent assessment of the reliance that can be placed on the Councils approach to risk management.

BOROUGH COUNCIL KINGS LYNN AND WEST NORFOLK

To: Management Team & Ged Greaves, Corporate Performance Manager

Author: Faye Haywood, Internal Audit Manager for Borough Council Kings Lynn and West Norfolk

Subject: Results from Internal Audit Assessment of Risk Management Maturity with suggested recommendations for improvement.

Recommendations:

1) That senior management consider recommendations contained within this report to enhance the level of risk maturity and adopt an Enterprise Risk Management approach towards risk management.

1.0 BACKGROUND

- 1.1 The role of the Internal Audit Manager for the Borough Council of King's Lynn and West Norfolk is now being carried out by Eastern Internal Audit Services (EIAS). The arrangement started formally in June 2021. Faye Haywood from South Norfolk Council provides the in-house Internal Audit team with management support.
- 1.2 As part of this role, the Internal Audit Manager has carried out an assessment of the Internal Audit function against the Public Sector Internal Audit Standards (PSIAS) to highlight any areas where improvements may be required. This exercise was necessary for the Internal Audit Manager to determine how much reliance can be placed on the assurances coming from the function, which are used to determine the annual opinion on the Governance, Risk Management and Control at the Council.
- 1.3 As part of the above assessment and in conformance with the PSIAS 2010 planning standard, the report presented to the Audit Committee in October 2021 recommends that the Internal Audit Manager undertake a review of the Council's risk framework and maturity before developing a risk-based internal audit plan.
- 1.4 The assessment allows the Internal Audit Manager to evaluate the level of reliance that can be placed on the assessment of risk at the Council and where applicable, suggest recommendations if improvements are required. This exercise was undertaken ahead of the Internal Audit planning process for 2022/23 and informed the internal audit planning approach.
- 1.5 This report therefore contains the observations and recommendations from the assessment for management consideration with the aim of enhancing the approach to risk management and increasing the risk maturity of the council.

Introduction to Enterprise Risk Management (ERM)

- 1.6 The Internal Audit team advocates the adoption of Enterprise Risk Management (ERM) framework. ERM is now successfully used around the world, across industries and in organisations of all types and sizes to enhance resilience, adapt to change and ultimately increase the likelihood of aims and objectives being achieved. Enterprise risk management is a holistic way to effectively manage risk across an entire organisation. A well-managed

ERM framework can facilitate more effective risk discussions and risk taking within the boundaries of a pre-agreed appetite.

1.7 Traditional risk management often identifies and manages opportunities and risks in isolation. An ERM approach advocates the use of training, sets clear boundaries, and facilitates good communication to allow the organisation to be better prepared, adapt and spot the interdependencies of risks that threaten growth, performance and success. Some of the benefits that can be realised from the ERM approach include:

- Greater focus on the threats to strategic delivery that really matter;
- Risk focused culture; facilitates discussion about risk at all levels;
- Improved perspective; a complete viewpoint on risk that supports early detection, and an opportunity to exploit opportunities;
- Efficient use of resources; consistent analysis of risks allows the Council to prioritise the most appropriate response.

2.0 METHODOLOGY

2.1 The risk maturity assessment from The Chartered Institute of Internal Auditors has been used to compare the risk management framework at the council against five stages of risk maturity.

2.2 A set of characteristics has been defined for each of the maturity levels. The maturity levels are as follows:

Risk Naïve	No formal approach developed for risk management
Risk Aware	Scattered silo-based approach to risk management
Risk Defined	Strategy and policies in place and communicated. Risk appetite defined.
Risk Managed	Enterprise approach to risk management developed and communicated
Risk Enabled	Risk management and internal controls fully embedded into the operations.

2.3 Evidence was requested and collected by the Internal Audit team and discussions held with the Corporate Performance Manager to ascertain which level of maturity applies in 13 areas.

2.4 The outcomes of this assessment can be used to guide policy improvements and aid Internal Audit's approach to planning. This exercise also highlights any areas where the Internal Audit team can facilitate and support the improvement of risk management.

3.0 OUTCOMES

3.1 **Appendix one** provides further details regarding the results of the assessment in full.

3.2 Areas of the risk maturity assessment scored positively at Borough Council of Kings Lynn and West Norfolk. In seven areas the Risk Defined category was observed. The Council has defined its strategic objectives and each risk has been raised in relation to achieving the corporate objectives. The Risk Management Strategy document has recently been reviewed and explains the roles and responsibilities of staff in managing strategic and operational risk. A risk scoring system has been defined and evidence was provided showing the strategic risks of the council being reviewed by Management Team and the Audit Committee. A commitment has also been made to reviewing risks more regularly in accordance with the updated strategy.

3.3 A risk defined maturity can be observed overall, however, there are areas which require improvement to bring the Risk Management approach in line with best practice and increase risk maturity. A total of six areas are currently consistent with the lower end of the risk maturity scale. The lowest maturity 'Risk Naïve' can be observed in two areas. The following section provides details of the observations and improvement recommendations to enhance the Councils risk maturity in these areas.

3.4 **The risk appetite of the organisation has not been defined in terms of its scoring system.**

Within the risk strategy document, likelihood and impact descriptions have been defined in terms of scoring for a range of different categories such as impact on service and personal safety etc. The combined likelihood and impact score from low to high has been defined, colour coded and descriptions of how each level of risk should be managed has is outlined. The risk appetite statement is not however defined in accordance with the scoring system.

The Risk Management Strategy describes the council's risk appetite in the following way;

This is 'the amount of risk that an organisation is willing to seek or accept in the pursuit of its long-term objectives'. The council's risk appetite is defined in the Risk Management Policy as 'open', which means that the council is 'prepared to consider all delivery options and select those with the highest probability of productive outcomes, even when there are elevated levels of associated risk'.

Practically, it is difficult for risk owners to apply the council's 'open' policy when deciding upon the level of mitigating action that should be applied to ensure risk taking is within acceptable boundaries.

Additionally no assurance can be provided that risks have been managed and mitigated to an acceptable level if the acceptable level cannot be tangibly demonstrated.

Furthermore the Risk Management Strategy advises that *'Where officers have concerns about risks, they should be reported to the relevant director or Policy, Performance and Personnel. These concerns may for example include Operational risks that have identified a potential strategic risk and risks that move outside the appetite boundaries'.*

The above does not clearly outline at what score a risk should be escalated. Whereas, defining the councils risk appetite in terms of the scoring system will allow officers to easily identify risks that are determined to be outside of the appetite boundaries. i.e. any risks that are high scoring are outside the council's risk appetite and need to be appropriately escalated. Similarly, any risks that are mitigated to a medium or low score could be de-escalated to an operational risk register for monitoring.

Defining the appetite in terms of scoring system allows the council to effectively use resources to target the most significant scoring risks and demonstrate it is managing risk in line with a defined appetite level.

3.5 **Management have not been recently trained to understand what risk is, and their responsibility for managing risk.**

The Risk Management Strategy states the following: *'Risk management training will be provided to relevant officers with the aim of ensuring that they have the skills necessary to identify, appraise and control the risks associated with the services they provide and*

projects that they manage. Elected members will receive training on risk so that they can consider the implications of risk whilst engaged with council activities’.

We were unable to obtain evidence to show that management or members had been recently trained in risk management.

The Policy and Performance Team have already identified the need for a training programme to be developed and have approached Internal Audit for support for training for officers and relevant members.

3.6 Responses to the risk have not been selected and implemented

The Risk Management Strategy outlines four responses to risk, which are; Avoidance, Transfer, Mitigate, and Acceptance. The council’s corporate risk register does not however provide details of the response to each of the risk identified. This is relative to the earlier point made regarding defining the appetite in terms of scoring in that, the response to the risk can be informed by whether the score is outside of the council’s appetite to ensure effective use of resources.

3.7 All risks have not been collected into one list. Risk has not been allocated to specific job titles at Directorate level.

The corporate and strategic risks are collated into one list and senior responsible officers have been assigned to each risk, mitigating actions are provided and progress against these reported.

The council’s risk management strategy has been recently updated to allow for directorate risk registers to be held by each service area with the aim of making the corporate risk register more manageable. The council has also committed to ensuring that all major project registers are completed.

At the time of undertaking this assessment, just one directorate register was provided for Resources and one project register for West Winch. It was noted that the template for the directorate risk register does not currently allow for a responsible officer to be added to each risk.

It is understood that the work to rationalise the strategic register and produce directorate and project risk registers is ongoing however it is recommended that all strategic, directorate and project risk registers follow the same layout. This is to ensure that all risks are comparable at all levels and that they can be escalated and de-escalated without additional information having to be provided.

3.8 Risks are reported where responses have not managed the risks to an acceptable level

As observed within point 3.4 regarding risk appetite, it is not possible to ascertain whether risks are managed to an acceptable level as this has not been defined in terms of the scoring system. In addition to this, it is not clear from the current corporate risk monitoring report template whether the completion of risk mitigating actions are lowering each risk score.

It is therefore recommended that once the register has been rationalised and risk response section added and appetite defined in terms of the scoring system, that the register layout is updated to incorporate original and target scores for each risk.

The risk reporting layout should allow for an assessment to be made on whether risks are being managed to an acceptable level. This assessment allows senior management to manage progress more effectively and Audit Committee to fulfil its terms of reference when evaluating whether the Council is managing risk in accordance with its strategy.

3.9 Managers do not provide assurance on the effectiveness of their risk management

There is currently no mechanism for management to provide assurance that they have effectively managed risks relative to delivery of their service objectives. Typically this is achieved by other local authorities by obtaining a self-validated statement from Assistant Directors which feeds into the council's annual governance statement.

4.0 RECOMMENDATIONS

- 4.1 The Council to consider defining its risk appetite by aligning it to the existing 5X5 scoring system and impact likelihood descriptions. This will allow for a mechanism for risk escalation and de-escalation and the risk response and actions to be designed and prioritised based on the perceived severity of the risk. This approach will also highlight where risks are not being managed in line with appetite expectations and give an indication for risk taking capacity. It will also allow any high scoring risks regardless of where they originate to be escalated to the strategic register for oversight and management action to prioritise mitigation efforts.
- 4.2 A risk management training programme to be developed for managers and members where relevant to complement and promote the revised risk management strategy document with the aim of enhancing the risk management culture.
- 4.3 The corporate risk register template to be updated with a risk response column. Allowing officers to select one of the four responses highlighted in the Risk Management Strategy, which are Avoidance, Transfer, Mitigate, and Acceptance.
- 4.4 All strategic, directorate and project risks are identified and assessed using the same register template. This is to ensure that all risks are comparable at all levels and that they can be escalated and de-escalated without additional information having to be provided.
- 4.5 The corporate risk monitoring report is updated to provide assurance that risks are reducing through the completion of mitigating actions.
- 4.6 A methodology be designed to allow management to provide assurance that their service risks are being effectively managed.
- 4.7 Once agreed and implemented the above recommendations to be reflected in an updated version of the Risk Management strategy/policy.

5.0 CONCLUSION

Overall the council's risk management approach is currently consistent with a 'Risk Defined' maturity, however characteristics within the risk naïve and risk aware were also observed. We, therefore, recommend improvements are made to the existing framework support an enhanced approach to risk management assurance. Once implemented these improvements will allow the Council to benefit from the advantages of an Enterprise Risk Management Framework.

Background papers: - None

Lead Contact Officer

Name and Post: Faye Haywood Internal Audit Manager for Borough Council Kings Lynn and West Norfolk

Telephone Number: 01508 533873

Email: fayehaywood@southnorfolkandbroadland.gov.uk;

Appendices attached to this report: Risk Maturity Assessment BCKLWN 2022

Appendix 1 – Risk Maturity Assessment BCKLWN 2022

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Key Characteristics	Risk Naïve	Risk Aware	Risk Defined	Risk Managed	Risk enabled	Evidence
Process	No formal approach developed for risk management	Scattered silo-based approach to risk management	Strategy and policies in place and communicated. Risk appetite defined.	Enterprise approach to risk management developed and communicated	Risk management and internal controls fully embedded into the operations.	
1. The organisations objectives are defined	Possibly	Yes but may be no consistent approach	Yes	Yes	Yes	<p>Corporate plan includes five key themes with a number of objectives directly attributing to the corporate themes. Themes are:</p> <p>Focusing on delivery Delivering growth in the economy and with local housing Protecting and enhancing the environment including tackling climate change. Creating and maintaining good quality places that make a positive difference to people’s lives. Helping to improve the health and wellbeing of our communities.</p> <p>The corporate risk register ties each risk back to each corporate theme.</p>
2. Management have been trained to understand what risk are, and their responsibility for them	No	Some limited training	Yes	Yes	Yes	<p>Policy and guidance provide guidance however no formal/informal training offered to staff or members recently. The RM Policy includes the following on training; <i>Risk management training will be provided to relevant officers with the aim of ensuring that they have the skills necessary to identify, appraise and control the risks associated with the services they provide and projects that they manage. Elected members will receive training on risk so that they can consider the implications of risk whilst engaged with council activities.</i></p>
3. A scoring system for assessing risk has been defined	No	Unlikely, with no consistent approach defined	Yes	Yes	Yes	<p>Yes a 5X5 matrix has been defined in the Council's Risk Management Strategy with definitions for impact and likelihood scales in categories of risk.</p>

Key Characteristics	Risk Naïve	Risk Aware	Risk Defined	Risk Managed	Risk enabled	Evidence
4. The risk appetite of the organisation has been defined in terms of the scoring system	No	No	Yes	Yes	Yes	No the risk appetite of the Council is determined in terms of a statement - Open 'prepared to consider all delivery options and select those with the highest probability of productive outcomes, even when there are elevated levels of associated risk'. Practically this would be difficult to interpret when scoring each risk. The strategic risk register is not clear about which risks are currently over the risk appetite of the Council.
5. Processes have been defined to determine risks and these have been followed	No	Unlikely	Yes, but may not apply to the whole organisation	Yes	Yes	Processes have been defined with the Councils risk management Strategy. De-escalation and escalation protocols are reliant upon staff informing the Policy and Performance Team. Defining the risk appetite with the scoring system would be a way to ensure that any high scoring risks were appropriately escalated. The Strategic/corporate risk register follow processes outlined in the RM Strategy. One example obtained showing Directorate level risk management. Unconfirmed whether the rest of the service areas yet follow this process. Strategic/Corporate template is not followed in directorate registers.
6. All risks have been collected into one list. Risk has been allocated to specific job titles	No	Some incomplete lists may exist	Yes, but may not apply to the whole organisation	Yes	Yes	Strategic risks are in one list. Directorate and project risks will be held separately. The strategic risk register does not allocate specific job titles currently. The new strategy indicates that Directors will be assigned to each risk. The Resources Directorate register does not assign accountability to individuals.
7. All risks have been assessed in accordance with the defined scoring system	No	Some incomplete lists may exist	Yes, but may not apply to the whole organisation	Yes	Yes	Yes a 5X5 matrix has been defined in the Council's Risk Management Strategy with definitions for impact and likelihood scales.
8. Responses to the risk have been selected and implemented	No	Some responses identified	Yes, but may not apply to the whole organisation	Yes	Yes	Risk responses are defined within the strategy but are not outlined in the register.

Key Characteristics	Risk Naïve	Risk Aware	Risk Defined	Risk Managed	Risk enabled	Evidence
9. Management have set up methods to monitor the proper operation of key processes, responses and action plans	No	Some monitoring controls	Yes, but may not apply to the whole organisation	Yes	Yes	<p>The Risk Management Strategy outlines how risks will be monitored by Management Team, Service areas and the Audit Committee in line with its TOR.</p> <p>The Strategy outlines the circumstances whereby risks should be escalated to senior management but this is reliant on responsible officers following the strategy. Evidence of risks being removed from the register is however available and risk scores increasing following review. To strengthen the process, risks could escalate/de-escalate based on score.</p> <p>Unclear what the process is for monitoring risk at directorate level and lower. Strategy defines expectations but paper to Audit Committee identifies that all operational risks are due to be identified in service plans suggesting that this work is ongoing.</p>
10. Risks are regularly reviewed by the organisation	No	Some risks are reviewed, but infrequently	Regular reviews probably annually	Regular reviews probably quarterly	Regular reviews, probably quarterly	Yes in line with Risk Management Strategy strategic/corporate risks are to be reviewed six monthly, however latest paper to Audit Committee suggests three times a year. The Strategic Risk Register contains 40 risks currently.
11. Management report risks to directors where responses have not managed the risks to a level acceptable to the board	No	No	Yes, but may be no formal process	Yes	Yes	<p>No the risk appetite of the Council is determined in terms of a statement - Open 'prepared to consider all delivery options and select those with the highest probability of productive outcomes, even when there are elevated levels of associated risk'. Practically it would be difficult to identify risks that fall outside of the appetite of the Council and this information is not recorded against each risk.</p> <p>The corporate risk reporting template isn't clear in terms of the original score current score and target score making it difficult to gain assurance that risks are being mitigated.</p>

Key Characteristics	Risk Naïve	Risk Aware	Risk Defined	Risk Managed	Risk enabled	Evidence
12. All significant new projects are routinely assessed for risk	No	No	Most projects	All projects	All projects	<p>Project risk registers are not currently managed for all projects.</p> <p>As per latest Audit Committee paper:</p> <p>The current risk management strategy refers to roles and responsibilities. Project managers are identified and references are made to project risk registers. These registers are not collated corporately and the onus is on project managers to notify relevant Executive Directors of significant risks and review risks.</p> <p>3.7.2 Property Services and Major Housing Projects will have in place a risk register for each approved capital project.</p> <p>3.7.3 A risk register has been developed for the West Winch Growth Area and this is reported to the West Winch Project Board and Officer Major Project Board.</p> <p>3.7.4 Governance processes related to the Towns Fund are developing and risk is incorporated into documents presented to the Town Deal Board and Programme Board.</p> <p>3.7.5 The Member Major Project Board role includes the oversight and monitoring of the delivery of the programme of Major Projects. The Board will make recommendations to Cabinet and could inform Policy Review and Development Panels and other committees. Its oversight will cover several of the project risks included on the corporate risk register for example West Winch, the Accelerated Construction Programme, Major Housing Projects, regeneration projects such as the South Gate area and the Town Deal. As part of the rationalisation of the corporate risk register these projects could be replaced by a high-level programme risk on the corporate risk register.</p> <p>It is unclear whether the project registers follow the corporate template.</p>

Key Characteristics	Risk Naïve	Risk Aware	Risk Defined	Risk Managed	Risk enabled	Evidence
13. Responsibility for the determination assessment and management of risk is included in job descriptions	No	No	Limited	Most job descriptions	Yes	Not tested.
14. Managers provide assurance on the effectiveness of their risk management	No	No	No	Some managers	Yes	There is no formal approach to obtaining assurances on the effectiveness of risk management.
15. Managers are assessed on their risk management performance	No	No	No	Some managers	Yes	Not tested.
Total:	2	4	7	0	0	

FORWARD DECISIONS LIST

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
Additional meeting 26 September 2022						
	Meeting Arrangements	Non	Cabinet	Chief Executive – L Gore Leader		Public
214	Riverfront Business Plan	Non	Cabinet	Business Culture & Heritage Asst Director – D Hall		Part Public & Part Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Risk Management Policy	Key	Council	Finance Chief Executive		Public
	LUF Oasis Update	Non	Cabinet			
	Multi User Hub Business Case and transfer of freehold to NCC	Non	Cabinet	Business Culture & Heritage Asst Director – D Hall		Public
	Active and Clean Connectivity Business Case	Non	Cabinet	Business Culture & Heritage Asst Director – D Hall		Public
	NEWS Partnership	Non	Cabinet	Environment and Climate Change Asst Director G Hall		Part Public & Part Private - Contains exempt Information under para 3 – information

						relating to the business affairs of any person (including the authority)
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Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
15 November 2022						
	Levelling up Government response and actions	Key	Council	Business Culture & Heritage Asst Director – D Hall		Public
215	Asset Management – Land and Property	Key	Cabinet	Property Asst Dir Property and Projects		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Review of Governance of Council Companies	Non	Cabinet	Leader Chief Executive		Public
	Freedom of the Borough - amendments	Non	Council	Leader Chief Executive		Public
	Custom and Self Build Site – Stoke Ferry	Non	Cabinet	Regeneration and Development Assistant Director - D Hall		Public
	Lynnsport One	Key	Council	Regeneration & Development Asst Dir Companies & Housing Delivery – D Ousby		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the

						authority)
	Staff Pay Award	Key	Council	Leader Exec Dir – D Gates		Private - Contains exempt Information under para 4 – information relating to consultations and negotiations with employees
	Balloon and Lantern report	Non	Cabinet	Corporate Services and Environment Asst Director – M Chisholm		Public
216	Southend Road Hunstanton	Key	Cabinet	Development and Regeneration Asst Dir – D Ousby		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	LUF – Oasis – Update and Site Approval	Non	Cabinet	Leader Asst Dir – D Ousby		Part Public and part Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Corporate Business Plan Monitoring	Non	Cabinet	Leader Asst to C Ex		Public
	Rural Prosperity Fund	Non	Cabinet	Business, Culture and Heritage Assistant Director D Hall		Public

	Shared Prosperity Fund Update	Non	Cabinet	Business, Culture and Heritage Assistant Director D hall		Public
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Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
17 January 2023						
	West Winch Framework Masterplan	Key	Council	Development and Regeneration Asst Dir – S Ashworth		Public
	Council Tax Support Scheme (including NoM 11/22)	Key	Council	Finance Asst Dir – M Drewery		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
February 2023						
	Budget	Key	Council	Finance Asst Director – M Drewery		Public
	Capital Programme	Key	Council	Finance Asst Director – M Drewery		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
7 March 2023						

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
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18 April 2023						
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Items to be scheduled

	Notice of Motion 7-21 – Councillor Kemp – Equalities	Non	Council	Leader Asst Dir B Box		Public
	Procurement Strategy	Non	Cabinet	Finance Asst Dir – D Ousby		Public
	Review of Planning Scheme of Delegation (summer 23)	Non	Council	Development and Regeneration Asst Dir – S Ashworth		Public

AUDIT COMMITTEE WORK PROGRAMME 2022/2023

Note: Statement of Accounts 2019/2020, 2020/2021, 2021/2022: Please note that the current dates scheduled on the work programme are dependent on external factors (the external auditors) and it is therefore possible these dates could slip.

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
20 June 2022	Appointment of Vice Chair for the Municipal Year 2022/2023			To appoint a Vice Chair for the Municipal Year 2022/2023.
20 June 2022	Corporate Risk Register	Monitoring	G Greaves	To note the report on changes to the risk register since the last report
20 June 2022	Fraud & Error Full Year Progress Report covering the year 2021/22	Annual	J Hay	To receive the full year progress report covering the previous financial year.
20 June 2022	Internal Audit Annual Report and Opinion covering the previous financial year	Annual	F Haywood	To receive the annual report and opinion covering the previous financial year.
20 June 2022	Internal Audit Full Year Progress Report covering the previous financial year	Annual	F Haywood	To receive the full year progress report covering the previous financial year.
20 June 2022	Update on Audit Progress & Timetable	Update	M Drewery	To note progress on audit of financial statements
20 June 2022	Budget Monitoring – February 2022 Report	Monitoring Quarterly	C Holland	To note the latest financial position since the last report

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
20 June 2022	Cabinet Forward Decisions List			To identify any items to be considered by the Audit Committee.
20 June 2022	Work Programme 2022/2023			To identify any items for the work programme.
13 July 2022	MEETING CANCELLED			
7 September 2022	Revenue Outturn Report 2021/2022	Annual	C Holland	To receive the Revenue Outturn Report from the previous year
7 September 2022	Capital Outturn Report 2021/2022	Annual	C Holland	To receive the Capital Outturn Report from the previous year.
7 September 2022	Treasury Outturn Report 2021/2022	Annual	C Holland	
7 September 2022	Budget Monitoring Report June 2022/2023		C Holland	
7 September 2022	Update on Audit Progress & Timetable	Update	M Drewery	To receive a verbal update
7 September 2022	Cabinet Forward Decisions List			To identify any items to be considered by the Audit Committee.
7 September 2022	Work Programme 2022/2023			To identify any items for the work programme.

Informal Session prior to 26 September Formal Meeting

Audit Committee Self- Assessment Questionnaire

Training Session on Draft Statement of Accounts for 2020/2021 – 20 September pm

26 September 2022	DRAFT Statement of Accounts for 2020/2021	Annual	C Holland	Estimated date for Committee to receive DRAFT financial statements for 2020/2021 - TRAINING SESSION TO BE CONFIRMED 20 SEPTEMBER 2022 PM
26 September 2022	DRAFT Annual Governance Statement 2020/2021	Annual	G Greaves	To receive and note the draft AGS for the 2020/2021 year
26 September 2022	Business Continuity Annual Update	Annual	D Robson	
26 September 2022	Audit Committee Terms of Reference		F Haywood	Review Audit Committee Terms of Reference for approval
26 September 2022	Risk Management Maturity Assessment		F Haywood	To provide the results of the Internal Audit Risk Management Maturity Assessment with actions and a progress report.
26 September 2022	Update on Audit Progress & Timetable	Update	C Holland	To note progress on audit of financial statements
26 September 2022	Cabinet Forward Decisions List			To identify any items to be considered by the Audit Committee.
26 September 2022	Work Programme 2022/2023			To identify any items for the work programme.

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
21 November 2022	External Auditors Report (ISA260) for 2019/20	Annual	External Auditors	TBC
21 November 2022	Statement of Accounts for 2019/20	Annual	C Holland	TBC
21 November 2022	Annual Governance Statement 2019/20	Annual	G Greaves	TBC
21 November 2022	External Auditors Report (ISA260) for 2019/20	Annual	External Auditors	TBC
21 November 2022	External Audit Plan for 2021/2022		External Auditors	TBC
21 November 2022	DRAFT Annual Governance Statement 2021/2022	Annual	G Greaves	To receive and note the draft AGS for the 2021/2022 year
21 November 2022	Corporate Risk Register	Monitoring	G Greaves	To note the report on changes to the risk register since the last report
21 November 2022	Internal Audit Half Year Progress Report	Mid-Year	F Haywood	To receive the mid-year progress report.
21 November 2022	Annual Certification Report - Housing Benefit Subsidy Claim for previous financial year	Annual	J Stanton	To receive the annual report covering the previous financial year
DATE OF	TITLE	TYPE OF	LEAD	OBJECTIVES AND DESIRED

MEETING		REPORT	OFFICER	OUTCOMES
21 November 2022	Fraud & Corruption Half Year Progress Report	Annual	J Hay	To receive the mid-year progress report
21 November 2022	Mid-Year Treasury Report 2022/2023	Mid-Year	C Holland	To receive the mid-year report
21 November 2022	Budget Monitoring Update		C Holland	To note the latest financial position since the last report
21 November 2022	Cabinet Forward Decisions List			To identify any items to be considered by the Audit Committee.
21 November 2022	Work Programme 2022/2023			To identify any items for the work programme.
20 February 2023	Corporate Risk Register	Monitoring	G Greaves	To note the report on changes to the risk register since the last report
20 February 2023	Audit Committee Independent Person		F Haywood	
20 February 2023	Cabinet Forward Decisions List			To identify any items to be considered by the Audit Committee.
20 February 2023	Work Programme 2022/2023			To identify any items for the work programme.

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	OBJECTIVES AND DESIRED OUTCOMES
13 March 2023	Strategic External Audit Plan for following financial year	Annual	External Auditors	External Auditors to present strategic external audit plan
13 March 2023	Strategic Internal Audit Plan for following financial year	Annual	F Haywood	To receive strategic internal audit plan for following financial year
13 March 2023	Cabinet Forward Decisions List			To identify any items to be considered by the Audit Committee.
13 March 2023	Work Programme 2022/2023			
17 April 2023	Cabinet Forward Decisions List			To identify any items to be considered by the Audit Committee.
17 April 2023	Work Programme 2022/2023			To identify any items for the work programme.

Potential Future Training Sessions

Audit Committee – Potential changes for the new Administration 2023 and process improvement
AGS 2022