



Borough Council of
King's Lynn &
West Norfolk



STATEMENT OF ACCOUNTS 2022-2023

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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 2023.

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 of 31 March 2023, and its income and expenditure for the year then ended.

Michelle Drewery
Assistant Director - Resources (S151 Officer)
2024 (date of draft accounts published)

Narrative Statement

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 2022/2023.

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 2023. 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

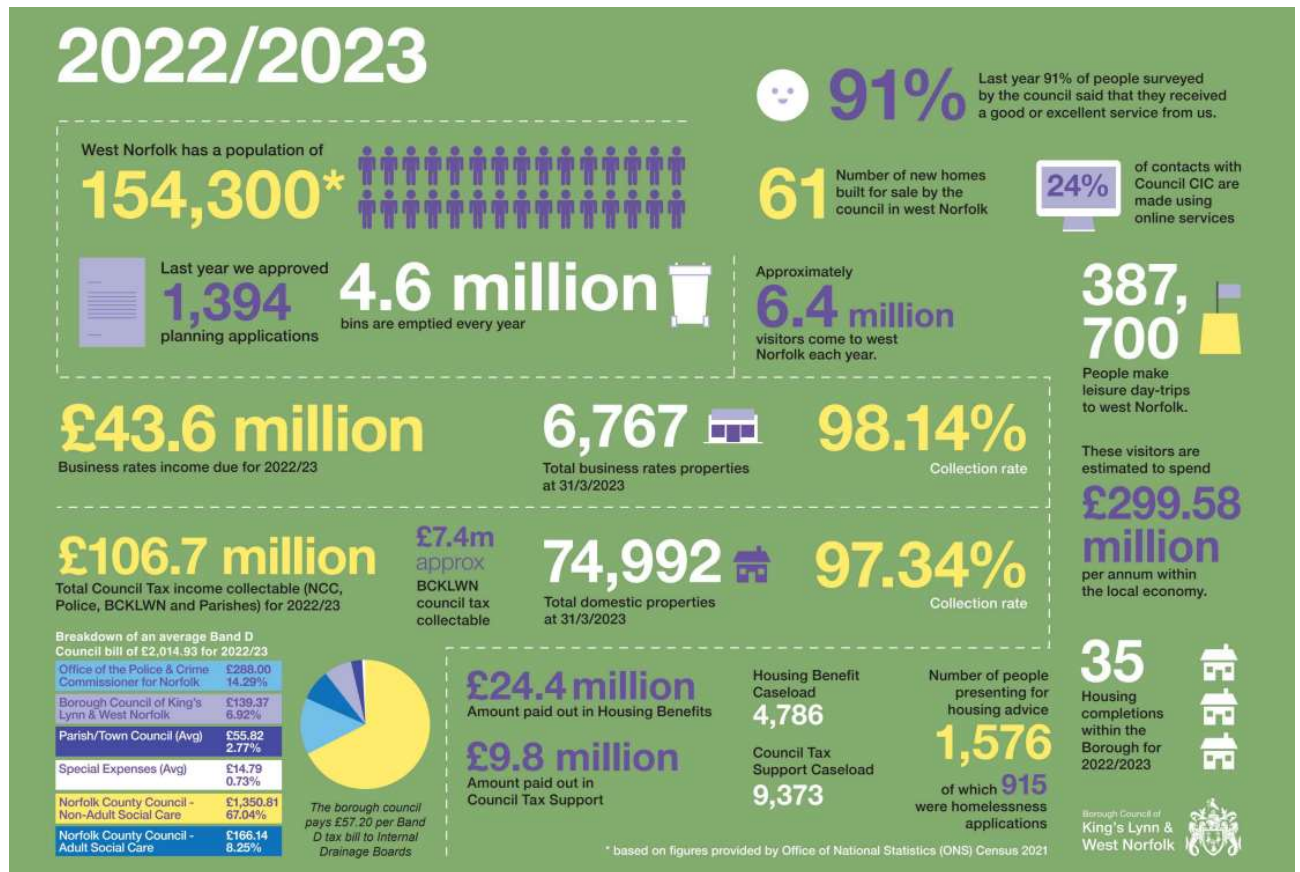
West Norfolk covers an area of about 550 square miles from Brancaster on the Northern Coast to beyond Downham Market in the South.



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.

Narrative Statement



Local Economy

As at 31 March 2023 the borough is home to 6,767 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.

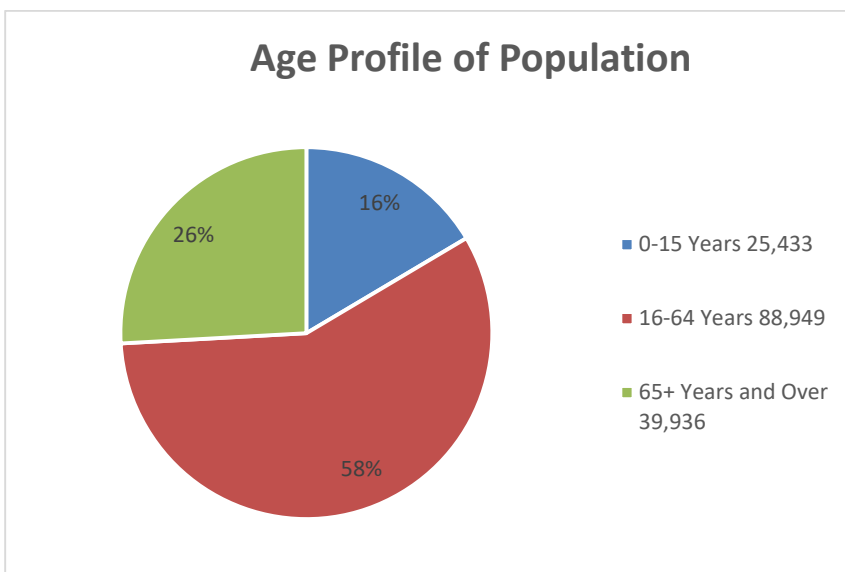
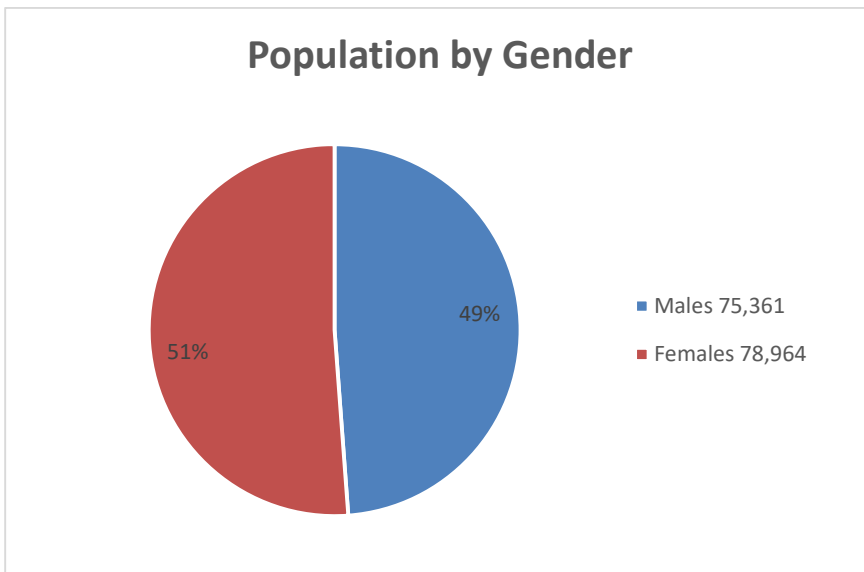
It is estimated that the total number of visitors to west Norfolk comprises approximately 387,700 people making leisure day trips and 6.4 million visitors come to west Norfolk each year. These visitors are estimated to spend nearly £299 million per annum within the local economy. (figures taken from The Economic Impact of Tourism – 2019 results, produced by Destination Research).

Narrative Statement

The impact of high inflation during 2022/2023 means that picture is likely to be 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 during the emergence of the cost of living pressures and the affordability for this work to continue will be kept under review during the period of high inflation.

Population

The population of West Norfolk was estimated at 154,325 (Office of National Statistics (ONS) 2021).



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

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 of 31 March 2023, 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 re-appointed as Leader of the Council on 12th May 2022, and has held the position since 20th May 2021.

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.

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.

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."

Narrative Statement

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 is 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**

Executive Director **Geoff Hall**

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

Mark Whitmore
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

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

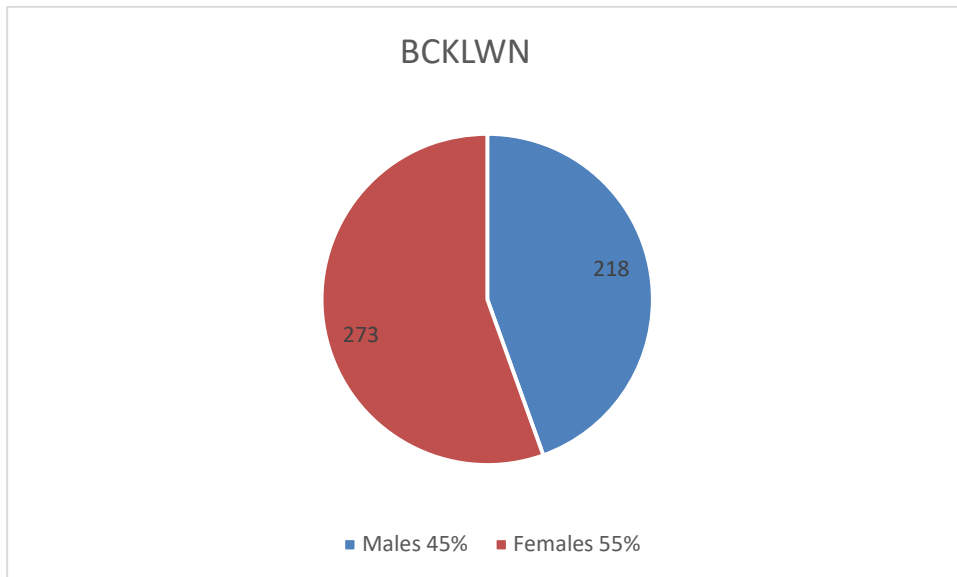
- Corporate Business Plan
- Performance and Efficiency (including Performance Indicators)
- Annual Governance Statement
- Corporate Complaints

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

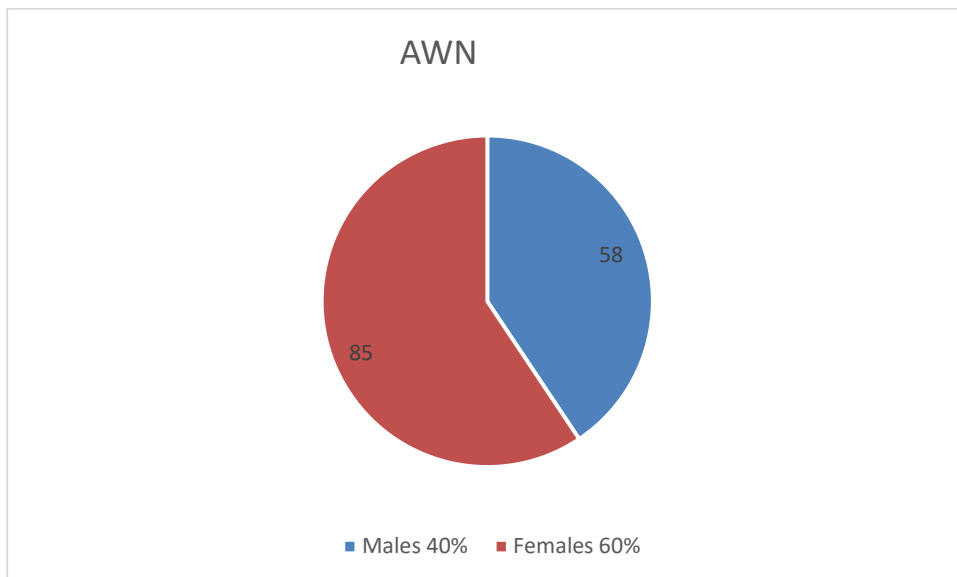
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Narrative Statement

The Council's permanent establishment is currently 513 posts of which 397 are full time and 116 are part time, giving an establishment FTE of 480.7. As at 31st March 2023 the headcount (ie number of people in post) is 491.



In addition, the Council's wholly owned local Council leisure company, Alive West Norfolk Ltd had a permanent establishment of 146 of which 81 are full time and 65 are part time, giving an establishment FTE of 117.5. As at 31st March 2023 the headcount (ie number of people in post) is 143.



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 current plan extends to 2024. The plan includes 6 priorities supported by 19 objectives.

Narrative Statement

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. The full year performance update on the corporate business plan for 2021/22 was provided to Corporate Performance Panel on 16 June 2022.

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			

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 January 2023 Monitoring of £21,555,060 and a transfer of £830,754 to its General Fund balance, to give a Budget Requirement of £20,724,306.

The outturn position for the year shows expenditure of £20,537k with a transfer to the General Fund Balance of £1,064k increased Government Grant of £46k; thereby meeting the Budget Requirement of £21,601k. 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 2022/23	Revised Budget January 2022/23	Actual Outturn 2022/23
	£'000	£'000	£'000
Balance brought forward	(8,593)	(8,593)	(8,593)
Expenditure in the year	21,029	20,724	20,579
Changes since Cabinet			(48)
Budget Requirement	21,555	21,555	21,601
(Surplus)/ deficit for year	(526)	(831)	(1,070)
Balance carried forward	(9,119)	(8,825)	(9,663)

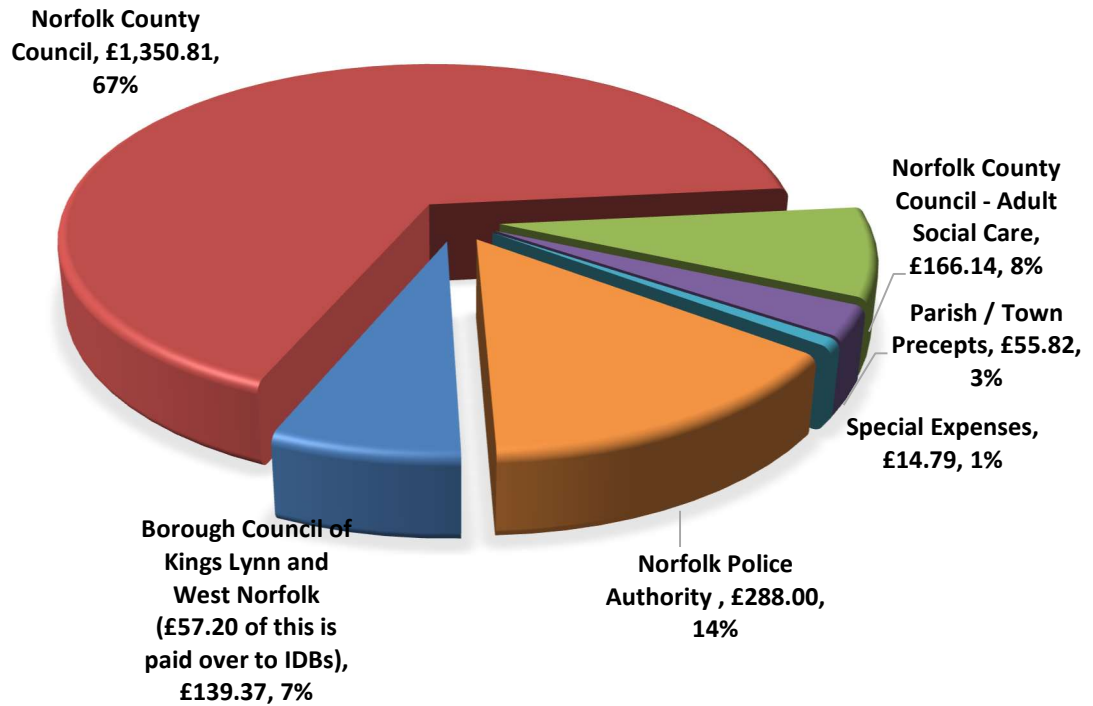
Narrative Statement

The revenue outturn for 2022/23 is detailed below. The Revenue Outturn was reported to Cabinet on 1 August 2023.

Revenue Outturn	Revised Estimate	Actual Outturn	(Surplus) / Deficit
	2022/23	2022/23	2022/23
	£	£	£
Service Areas			
Central Services	3,275,940	2,652,225	(623,715)
Health Wellbeing and Public Protection	406,920	1,831,664	1,424,744
Companies and Housing Delivery	(32,080)	100,691	132,771
Environment and Planning	1,137,440	1,268,631	131,191
Operations and Commercial	1,567,968	1,719,152	151,184
Property and Projects	(1,473,830)	(1,584,380)	(110,550)
Regeneration Housing & Place	896,150	684,481	(211,669)
Resources	8,072,058	8,609,594	537,536
Chief Executive	101,300	82,733	(18,567)
Legal Services	515,050	376,681	(138,369)
Leisure and Community Facilities	1,499,440	1,376,770	(122,670)
Service Area Totals	15,966,356	17,118,242	1,151,886
Financing Adjustment	1,748,730	269,880	(1,478,850)
Internal Drainage Boards	3,009,220	2,881,639	(127,581)
Council Tax Support to Parishes	0	21,218	21,218
Subtotal	20,724,306	20,290,979	(433,327)
Contribution to / (from) Balances	830,754	287,745	(543,009)
Borough spend for 2022/2023	21,555,060	20,578,724	(976,336)

The Borough Council element of the full council tax bill in 2022/2023 for a Band D property is £139.37 out of a total of £2,014.93 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 2022/2023 the Borough Council's charge forms a very small part of the bill (6.92%) collected from every council taxpayer.

BREAKDOWN OF AN AVERAGE BAND D COUNCIL TAX BILL OF £2,014.93 FOR 2022/2023



Narrative Statement

Our Key achievements during 2022/2023 include:

A fantastic service with high levels of customer satisfaction has resulted in the borough council's Handyperson Prevention Service winning a prestigious award.

The service won the Handyperson of the Year Award, given by the Foundations National Healthy Housing Awards for the second year running, which recognises excellence in supporting people to live independently.

A member of the team was also awarded Housing Occupational Therapist of the Year Award.

Prosperity Funding for West Norfolk – more than £3m of investment for projects to support communities and businesses is planned by the Borough Council.

The UK Shared Prosperity Fund and Rural England Fund will provide funding over the next two years to support projects that build pride in place, develop skills, enhance employment opportunities, increase productivity, or improve community services.

New funding scheme of £50,000 introduced to help communities install life-saving defibrillators across West Norfolk

Parkway Scheme approved – 226 much needed new homes have been approved on the Parkway site in Gaywood.

The highly sustainable scheme will help to address local housing needs as well as meeting government requirements for the borough to bring forward new developments.

A £100,000 council funded scheme provided a superb new play are on Howdale Park in Downham Market

King's Lynn to receive £24m Levelling Up Funding – Government funding has been awarded to a key project aimed at improving transport and travel links in the Southgate's area of King's Lynn.

6,000 new trees planted near Lynnsport in King's Lynn. The first large scale planting programme to tackle climate change and offset carbon dioxide emissions

The borough council was recognised for its support to the armed forces community by, achieving the Silver Award in the Armed Forces Covenant employer recognition scheme

Narrative Statement

Performance

We collected and treated 10,078 tons of garden waste and 2,283 tons of commercial waste in 2022/23.

In 2022/23 we received 2,021 planning applications

We paid 98% of supplier's invoices with 30 days

We have 28,380 brown bins in use of composting

In 2022/23 we achieved 94.36% rent on our industrial units and had 12.18% of rent arrears

We had 1,389,615 unique website visitors

99 Councillor Community Grants were awarded

In 2022/23 we collect 98% of Business Rates and 97.34% of Council Tax against target

Narrative Statement

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

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

Capital Programme	Budget 2022/2023	Outturn 2022/2023	Rephasing (to)/from 2022/2023	Variance (Under) /Over
	£	£	£	£
Major Projects	11,281,820	8,156,094	(3,626,530)	500,804
Operational Projects:				
Community and Partnerships	2,694,810	2,577,704	(108,830)	(8,276)
Resources (S151 Officer)	131,250	47,786	(83,460)	(4)
Property and Projects	66,000	24,663	(41,330)	(7)
Operational and Commercial Services	555,630	396,331	(148,120)	(11,179)
Alive West Norfolk	90,900	54,097	(35,350)	(1,453)
Capital Loans	0	272,699	0	272,699
	3,538,590	3,373,280	(417,090)	251,780
Capital Programme Outturn	14,820,410	11,529,374	(4,043,620)	752,584
Exempt Corporate Schemes	7,492,750	5,402,621	(1,970,400)	(119,729)

7 Current Economic Climate, Outlook and Risk

In a statement made on 12 December 2022 by the Secretary of State for Leveling-up, Housing and Communities (DLUHC) the intention to publish a two-year settlement was made. However, this came with the confirmation that the Review of Relative Needs and Resources and a reset to Business Rates growth will not be implemented in the next two years. This review has been expected for consultation and implementation from 2020/2021. The Spending Review 2022 sees a two-year settlement for 2023/2024, allowing the Department for Levelling-Up, Housing and Communities to program its review of funding reforms. The aim of these reforms is to move councils to be more self-financing and reduce reliance on central government grants and also to ensure that funding allocations are based on an up-to-date assessment of needs and resources. Along with the phasing out of Revenue Support Grant (RSG), Rural Services Delivery Grant (RSDG) and changes to the distribution of New Homes Bonus, there were also plans for a full reset of the business rates system and an announcement on the outcome of the review into relative needs and resources.

The Financial Plan for 2022/2027 was approved by Council on 23 February 2023.

Narrative Statement

The Financial Plan 2022/2027 showed that the Council could present a funded budget for three years through the use of General Fund and Earmarked Reserves, but there is a budget gap in 2026/2027. The current general fund balances would be required to support the budget in the event of income levels are not achieved and/or delayed, whilst further costs reduction are made.

Whilst the impact of the pandemic has less of an impact on the 2022-2027 MTFP, budgets do reflect changes in access to services and running costs that may link to new practices and behaviors that arose from that event. Inflation and continued short-term funding settlements significantly impact on this Financial Plan. Inflation is impacting on the forecast cost of utilities, vehicle running costs and other supplies and services that the Council accesses to provide its services, meaning that any savings or income generating options are quickly outweighed by increased costs or require difficult decisions that could add to the impact from cost-of-living increases to the Councils services users.

There remains significant uncertainty and risk from 2025/2026. As well as the impact from the inflation on the council's finances, the council still awaits confirmation of the outcome of the Funding and Business Rates reforms proposed by Government. This is not likely until 2025/2026 at the earliest to follow the next planned General Election. There is concern that the re-set of the Business Rates baseline may mean that the Council does not retain all the growth currently included in the Financial Plan. The Funding Review will determine the starting point for resource allocations under any new Business Rates Retention scheme. This Council will continue to make strong representations for fair and transparent funding arrangements for local government, which take account of the particular pressures of rural authorities, and in the case of West Norfolk, the funding arrangements to address the flood and drainage responsibilities met through the internal drainage boards. The impact of these could mean the general fund depletes earlier than 2026/2027.

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. Internal borrowing will be used whenever it is most financially advantageous to do so. 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.

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 2022/2023 and the estimated assets and liabilities of the scheme as at 31 March 2023. The pension fund surplus shown in the balance sheet as at 31 March 2023 stands at £11.071million. This is the surplus at the date of the balance sheet and is subject to future changes in asset valuations and contributions. The scheme may 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. It should be noted that the deficit position of the scheme was £53.600 million in 2021/22 and positive movement of £64.771 million in year in essence due the Actuarial remeasurement due to changes in financial assumptions.

**CORE FINANCIAL STATEMENTS
BOROUGH COUNCIL KING'S LYNN
AND WEST NORFOLK
2022/2023**

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.

2022/23	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 2022		(8,593)	(36,894)	(4,947)	(1,227)	(51,661)	(122,075)	(173,736)
(Surplus) on Provision of Services	CIES	(11,944)	0	0	0	(11,944)	0	(11,944)
Other Comprehensive (Income)/(Expenditure)	CIES	0	0	0	0	0	(75,329)	(75,329)
Total Comprehensive income and expenditure	CIES	(11,944)	0	0	0	(11,944)	(75,329)	(87,273)
Adjustments between accounting basis, and funding basis under regulations	7	13,312	0	77	(534)	12,855	(12,855)	0
Transfer to/from Earmarked Reserves		(2,438)	2,438	0	0	0	0	0
Total Increase\decrease) during the year		(1,070)	2,438	77	(534)	911	(88,184)	(87,273)
Balance as at 31 March 2023		(9,663)	(34,456)	(4,870)	(1,761)	(50,750)	(210,259)	(261,009)

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.

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.

CORE FINANCIAL STATEMENTS

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 2021/22

2021/22	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 2021		(8,696)	(36,112)	(12,871)	(892)	(58,571)	(83,205)	(141,776)
Deficit on Provision of Services	CIES	(6,938)	0	0	0	(6,938)	0	(6,938)
Other Comprehensive Income	CIES	0	0	0	0	0	(25,022)	(25,022)
Total Comprehensive income and expenditure	CIES	(6,938)	0	0	0	(6,938)	(25,022)	(31,960)
Adjustments between accounting basis, and funding basis under regulations	7	6,130	0	7,924	(335)	13,719	(13,719)	0
Transfer to/from Earmarked Reserves		911	(782)	0	0	129	(129)	0
Total Increase/(decrease) during the year		103	(782)	7,924	(335)	6,910	(38,870)	(31,960)
Balance as at 31 March 2022		(8,593)	(36,894)	(4,947)	(1,227)	(51,661)	(122,075)	(173,736)

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.

2021/22 (Restated)					2022/23		
Gross Spend	Gross Income	Net Spend			Gross Spend	Gross Income	Net Spend
£'000	£'000	£'000		Note	£'000	£'000	£'000
			Services				
3,306	(264)	3,042	Central Services		3,593	(104)	3,489
6,521	(1,814)	4,707	Health Wellbeing and Public Protection		7,240	(2,045)	5,195
441	(246)	195	Companies and Housing Delivery		402	(303)	99
3,943	(3,303)	640	Environment and Planning		5,529	(4,102)	1,427
18,200	(16,892)	1,308	Operations and Commercial		19,519	(17,556)	1,963
1,771	(2,868)	(1,097)	Property and Projects		1,816	(2,958)	(1,142)
2,257	(943)	1,314	Regeneration Housing & Place		1,385	(1,735)	(350)
38,667	(30,303)	8,364	Resources		38,843	(28,910)	9,933
441	(453)	(12)	Chief Executive		336	0	336
796	(260)	536	Legal Services		1,270	(433)	837
3,195	(613)	2,582	Leisure and Community Facilities		3,838	(591)	3,247
79,538	(57,959)	21,579	Cost of Services		83,771	(58,737)	25,034
		1,680	Other Operating (Income)	9			(850)
		1,493	Financing and Investment (Income)	10			(10,249)
		(31,690)	Taxation and Non-Specific Grant Income	11			(25,879)
		(6,938)	(Surplus)\Deficit on Provision of Services				(11,944)
		2,683	(Surplus)/Deficit on Revaluation Non Current Assets				(1,866)
		(27,705)	Re-measurement of the net defined benefit liability	20			(73,463)
		(25,022)	Other Comprehensive (Income)				(75,329)
		(31,960)	Total Comprehensive (Income)/Expenditure				(87,273)

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'.

2021/22			2022/23
£'000			£'000
172,664	Property, Plant and Equipment	27	176,373
15,292	Heritage Assets	26	15,264
30,360	Investment Property	24	49,916
125	Intangible Assets	25	366
4,899	Long Term Receivables	31	4,903
0	Pension Assets		13,120
223,340	Total Long term Assets		259,942
20,000	Short Term Investments	36	12,000
156	Inventories		132
11,026	Short Term Receivables	36	12,220
23,188	Cash and Cash Equivalents	14	15,638
825	Assets held for sale	29	500
55,195	Total Current Assets		40,490
(829)	Provisions	34	(811)
0	Short Term Borrowing	36	(10,000)
(37,937)	Short Term Payables	32	(26,822)
(38,766)	Total Current Liabilities		(37,633)
(915)	Grants Receipts in Advance	35	(1,588)
(10,000)	Long Term Borrowing	36	0
(213)	Other Long Term Liabilities		(202)
(54,905)	Pension Liabilities	20	0
(66,033)	Total Long Term Liabilities		(1,790)
173,736	Net Assets		261,009
	Reserves		
(51,661)	Usable Reserves	MIRS	(50,750)
(122,075)	Unusable Reserves	13	(210,259)
(173,736)	Total Reserves		(261,009)

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 of 31 March 2023 and its income and expenditure for the year ended 31 March 2023.

A handwritten signature in black ink, appearing to read 'M Drewery', with a horizontal line above it.

Michelle Drewery

Assistant Director - Resources (S151 Officer)

(Date)

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.

2021/22		Note	2022/23
£'000			£'000
5,967	Net Surplus or (Deficit) on the Provision of Services	CIES	11,944
31,827	Adjust to Surplus or Deficit on the Provision of Services for Non Cash Movements	39	(18,780)
(19,602)	Adjust for Items included in the Net Surplus or Deficit on the Provision of Services that are Investing and Financing Activities	39	(16,123)
18,192	Net Cash flows from Operating Activities		(22,959)
(3,248)	Investing Activities	40	4,596
(3,746)	Financing Activities	41	10,813
11,198	Net Increase or Decrease in Cash and Cash Equivalents		(7,550)
11,990	Cash and Cash Equivalents at the beginning of the Reporting Period		23,188
23,188	Cash and Cash Equivalents at the End of the Reporting Period	14	15,638

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.

2021/22 (Restated)				2022/23		
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			
2,651	391	3,042	Central Services	3,002	487	3,489
1,833	2,874	4,707	Health Wellbeing and Public Protection	2,077	3,118	5,195
104	91	195	Companies and Housing Delivery	25	74	99
944	(304)	640	Environment and Planning	1,250	177	1,427
1,705	(397)	1,308	Operations and Commercial	1,655	308	1,963
(1,618)	521	(1,097)	Property and Projects	(1,541)	399	(1,142)
684	630	1,314	Regeneration Housing & Place	205	(555)	(350)
8,374	(10)	8,364	Resources	7,461	2,472	9,933
1	(13)	(12)	Chief Executive	5	331	336
782	(246)	536	Legal Services	624	213	837
1,373	1,209	2,582	Leisure and Community Facilities	1,894	1,353	3,247
16,833	4,746	21,579	Cost of Services	16,657	8,377	25,034
(17,641)	(10,876)	(28,517)	Other Income and Expenditure	(15,289)	(21,689)	(36,978)
(808)	(6,130)	(6,938)	(Surplus)/Deficit on Provision of Services	1,368	(13,312)	(11,944)
(8,593)			Opening General Fund Balance as at 1 April 2021	(8,593)		
(808)			(Surplus)/Deficit on General Fund in year	1,368		
911			Transfer to Earmarked Reserves	(2,438)		
(8,490)			Closing General Fund Balance as at 31 March 2021	(9,663)		

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).

2022/23	Adjustment for capital purposes	Net Change for the pension adjustment	Adjustment for Investment Properties	Transfer to/(from) Earmarked Reserves	Other Difference	Total Adjustments
	£'000	£'000	£'000	£'000	£'000	£'000
2022/23 Services						
Central Services	8	426	0	56	(3)	487
Health Wellbeing and Public Protection	2,414	530	0	181	(7)	3,118
Companies and Housing Delivery	0	78	0	(4)	0	74
Environment and Planning	7	496	0	(324)	(2)	177
Operations and Commercial	413	1,040	0	(1,144)	(1)	308
Property and Projects	193	176	249	(215)	(4)	399
Regeneration Housing & Place	(662)	112	0	(5)	0	(555)
Resources	1,896	921	0	(334)	(11)	2,472
Chief Executive	0	40	0	295	(4)	331
Legal Services	0	69	0	140	4	213
Leisure and Community Facilities	1,404	0		(51)		1,353
Net Cost of Services	5,673	3,888	249	(1,405)	(28)	8,377
Other Income and Expenditure	(20,710)	1,539	(249)	1,405	(3,674)	(21,689)
Differences between the Statutory Charge and the (Surplus)/Deficit in the CIES	(15,037)	5,427	0	0	(3,702)	(13,312)

Notes to Core Financial Statements

2021/22	Adjustment for capital purposes	Net Change for the pension adjustment	Adjustment for Investment Properties	Transfer to/(from) Earmarked Reserves	Other Difference	Total Adjustments
	£'000	£'000	£'000	£'000	£'000	£'000
2021/22 Services						
Central Services	(2)	473	0	(72)	(8)	391
Health Wellbeing and Public Protection	2,504	577	0	(200)	(7)	2,874
Companies and Housing Delivery	0	95	0	(4)	0	91
Environment and Planning	7	672	0	(970)	(13)	(304)
Operations and Commercial	(50)	1,117	0	(1,453)	(11)	(397)
Property and Projects	134	199	249	(79)	18	521
Regeneration Housing & Place	480	103	0	56	(9)	630
Resources	1,103	1,019	0	(2,106)	(26)	(10)
Chief Executive	39	31	0	(68)	(15)	(13)
Legal Services	0	0	0	(246)	0	(246)
Leisure and Community Facilities	1,401	0		(192)		1,209
Net Cost of Services	5,616	4,286	249	(5,334)	(71)	4,746
Other Income and Expenditure	(11,970)	1,577	(249)	5,334	(5,568)	(10,876)
Differences between the Statutory Charge and the (Surplus)/Deficit in the CIES	(6,354)	5,863	0	0	(5,639)	(6,130)

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:

2021/22		2022/23
£'000	Nature of Income or Expenditure	£'000
(25,143)	Fees, Charges & Other Service Income	(27,135)
(226)	Interest and Investment Income	(761)
(7,020)	Income from Council Tax	(7,332)
(24,828)	Income from Retained Business Rates	(24,432)
(50,313)	Government Grants and Contributions	(59,838)
(107,530)	Total Income	(119,498)
23,054	Employee Expenses	24,910
58,236	Other Service Expenses	67,619
13,488	Business Rates Tariff and Levy	13,057
(857)	Support Service Recharges	(1,150)
7,441	Depreciation, Amortisation and Impairment	7,286
2,717	Interest Payments	2,695
(3,487)	Precepts & Levies	(2,936)
0	Net (Gains) and Losses on Fair Value Adjustments on Investment Property	(11,238)
0	(Gains) / Losses on Disposal of Non-Current Assets	7,311
100,592	Total Expenditure	107,554
(6,938)	(Surplus) / Deficit on the Provision of Services	(11,944)

2 Restatements – Prior Period Adjustments

There are no prior period adjustments within the Statement of Accounts for 2022/23.

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 2023.
- 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 1 August 2022. Events taking place after this date are not reflected in the financial statements or notes. Where events taking place before this date provided information about conditions existing at 31 March 2023, 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 2023.

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.

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:

Notes to Core Financial Statements

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 Balance Sheet shows the net book value of the Council's assets as at 31 March 2023. Much of this relates to land which is not subject to depreciation and is considered to have an infinite life. Vehicle, plant and equipment assets have asset lives between 5 and 15 years. For buildings, the asset life is up to 99 years unless the asset has major components which are depreciated separately.
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 0.1% decrease in the real discount rate would increase employer liability by 2% and cost £2.9 million; a 0.1% increase in the salary increase rate would lead to an increase of 0% in employer liability and cost £0.4 million and a 0.1% increase in the pension increase rate would increase employer liability by 1% and cost £2.55 million.
Arrears	At 31 March 2023, the Council had a balance of sundry receivables of £10,391k (£9,078k 31 March 2022). A review of significant balances suggested that an allowance for doubtful debts of in accordance with the data declared in accounting principles within this document continues to be appropriate.	The actual level of provision is 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.
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 2023. 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 2023.	If the average success rate of NNDR appeals was to increase by 1% the Council would have to increase its NNDR appeals provision.

Notes to Core Financial Statements

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.

2021/22						2022/23			
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:					
(3,858)			3,858	Charges for Depreciation and Impairment of Non-Current Assets	13b	(3,849)			3,849
			0	Revaluation Losses on Property, Plant and Equipment					0
			0	Movements in the Market Value of Investment Properties		11,238			(11,238)
			0	Reverse Impairments in the year from Revaluation Increase	13b				0
			0	Amortisation of Intangible Assets	13b	334			(334)
(3,509)			3,509	Revenue Expenditure Funded from Capital under Statute	13b	(3,556)			3,556
			0	Amounts of Non-current Assets written off on disposal or sale		(7,311)			7,311
			0	Soft Loans – Adjustments					0
			0	Capital Grants and Contributions Applied					0
				Insertion of items not Debited/(Credited) to the CIES					
398			(398)	Statutory Provision for the Financing of Capital Investment	13b	807			(807)
1,450			(1,450)	Additional Provision for the Financing of Capital Investment relating to Internal Repayment of Prudential Borrowing	13b				0
			0	Capital Expenditure charged against the General Fund		1,251			(1,251)
11			(11)	Principal repayment of finance Leases where the Council is the lessee	13b	11			(11)

Notes to Core Financial Statements

General Fund £'000	Capital Receipts £'000	Capital Grants £'000	Unsuable Reserves £'000		Note	General Fund £'000	Capital Receipts £'000	Capital Grants £'000	Unsuable Reserves £'000
				Adjustments primarily involving the Capital Grants Unapplied Account:					
10,674		(10,674)		Capital grants and contributions unapplied credited to the CIES	13b	4,933		(4,933)	
		10,339	(10,339)	Application of grants to capital financing transferred to the CAA				4,399	(4,399)
				Adjustments primarily involving the Capital Receipts Reserve:					
1,187	(1,187)			Transfer of cash sale proceeds credited as part of gain/loss on disposal to the CIES		11,190	(11,190)		
	9,111		(9,111)	Capital Receipts applied	13b		11,267		(11,267)
				Transfer (from)/to the Deferred Capital Receipts upon receipt of cash					
				Adjustments Involving the Financial Instruments Adjustment Account:					
			0	Amount by which Finance Costs Charged to the CIES are different from Finance Costs Chargeable in the Year (in accordance with statutory requirements)	13c				0
				Adjustments primarily involving the Pensions Reserve:					
(10,243)			10,243	Reversal of items relating to retirement benefits debited or credited to the CIES	13d	(10,136)			10,136
4,380			(4,380)	Employer's pensions contributions and direct payments to pensioners payable in the year	13d	4,698			(4,698)
				Adjustments primarily involving the Collection Fund Adjustments Accounts:					
5,568			(5,568)	Amount by which council tax & business rates income credited to the CIES is different from statutory requirements	13e	3,674			(3,674)
				Adjustments primarily involving the Accumulated Absences Accounts:					
72			(72)	Amount by which officer remuneration charged to the CIES on an accruals basis is different from statutory requirements.	13f	28			(28)
6,130	7,924	(335)	(13,719)			13,312	77	(534)	(12,855)

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 2022/2023.

	Balance as at 31 March 2021	Transfer Out 2021/22	Transfer In 2021/22	Balance as at 31 March 2022	Transfer Out 2022/23	Transfer In 2022/23	Balance as at 31 March 2023
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
General Fund:							
Amenity Areas Reserve	(265)	263	0	(2)	0	(34)	(36)
Capital Programme Resources Reserve	(6,609)	1,945	(909)	(5,573)	731	(1,032)	(5,874)
Insurance Reserve	(216)	0	(10)	(226)	34	(20)	(212)
Restructuring Reserve	(334)	0	(150)	(484)	184	0	(300)
Repairs and Renewals Reserve	(1,037)	104	(979)	(1,912)	245	(388)	(2,055)
Holding Accounts	(1,653)	647	(1,098)	(2,104)	95	(1,563)	(3,572)
Ring Fenced Reserve	(3,995)	533	(1,400)	(4,862)	1,453	(1,504)	(4,913)
Planning Reserve	(496)	4	(56)	(548)	109	(4)	(443)
Grants Reserves	(4,559)	1,158	(1,131)	(4,532)	489	(630)	(4,673)
Collection Fund Adjustments	(15,166)	7,812	(3,339)	(10,693)	4,140	(272)	(6,825)
Climate Change Strategy	(1,000)	4	(250)	(1,246)	152	0	(1,094)
Project / Other Reserves	(782)	23	(3,954)	(4,713)	272	(18)	(4,459)
Total	(36,112)	12,493	(13,276)	(36,895)	7,904	(5,465)	(34,456)

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.

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

Notes to Core Financial Statements

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.

Climate Change Strategy - - allow implementation of smaller schemes; help fund preparation for larger capital scheme funding bids and also fund feasibility reports on potential options in support of the Council's Emissions Reduction Strategy and Action Plan.

Notes to Core Financial Statements

9 CIES – Other Operating Expenditure

2021/22		2022/23
£'000		£'000
21	Parish Council Precepts	0
2,882	Levies	3,016
0	Payments to the Government Housing Capital Receipts Pool	0
(1,223)	Net (Gains) on the Disposal of Non-current Assets	(3,866)
1,680		(850)

10 CIES – Financing and Investment Income and Expenditure

2021/22		2022/23
£'000		£'000
176	Interest Payable and similar charges	413
1,577	Net Interest on the net defined Benefit Liability (Asset)	1,539
(11)	Interest (Receivable) and similar income	(782)
0	Net (Gains) and Losses on Fair Value Adjustments on Investment Properties	(11,238)
(249)	Net (Income) from Investment Properties	(181)
1,493		(10,249)

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

2021/22		2022/23
£'000		£'000
(7,020)	Council Tax (Income)	(7,332)
(10,736)	Non-domestic Rates (Income and Expenditure)	(6,718)
(486)	Non-ringfenced Government Grants (Income)	(486)
(13,448)	Government Grants and Contributions	(11,343)
(31,690)		(25,879)

12 CIES – Material Item of Income and Expenditure 2022/23

In 2022/2023 a decrease in the defined benefits Pension obligation of £65m independently provided to the Council, by an actuary appointed by the County Council, has resulted in the net pension liability at 31 March 2023 is £166m (£236m 2021/22)

In 2022/2023 the council received £24,569k from the Department of Works and Pensions towards the cost of Housing Benefits payments. During the same period, the council spent £25,154 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

2021/22		2022/23
£'000		£'000
(74,309)	Revaluation Reserve	(82,330)
(105,437)	Capital Adjustment Account	(113,872)
164	Financial Instruments Adjustment Account	164
54,905	Pensions Reserve	(13,120)
2,412	Collection Fund Adjustment Account	(1,263)
190	Accumulating Compensated Absences Adjustment Account	162
(122,075)		(210,259)

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.

2021/22		2022/23
£'000		£'000
(76,992)	Balance at 1 April	(74,309)
2,683	In Year surplus on revaluation of non-current assets	(1,866)
0	Difference between Fair Value Depreciation and Historical Cost Depreciation	(870)
0	Accumulated Gains on non-current assets disposed	(5,285)
(74,309)		(82,330)

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

2021/22		2022/23
£'000		£'000
(91,365)	Balance at 1 April	(105,437)
	Reversal of items debited or credited to CIES	
3,858	Depreciation, impairment and amortisation	3,454
0	Impairment/Revaluation charged to CIES	(120)
0	Amortisation of intangible assets	181
0	Movement in market value of Investment Properties	(11,238)
3,509	Revenue expenditure funded from capital under statute	3,556
0	Non-current assets written out on disposal - Assets held for Sale	0
0	Non-current assets written out on disposal - PPE	7,311
0	Soft Loans - Principal repaid	0
	Transfers between revenue and capital resources	
(398)	Minimum Revenue Provision	(398)
(11)	Principal repayment of Finance Leases where the Council is the Lessee	(11)
(1,450)	Additional provision relating to internal repayment of prudential borrowing	(1,251)
	Capital Financing applied in year	
(9,112)	Use of Capital Receipts Reserve to finance new capital expenditure	(11,266)
0	Capital grants and contributions credited to the CIES that have been applied to Capital Financing	0
(10,339)	Application of grants to capital financing from Capital Grants Unapplied Account	(4,399)
(129)	Capital expenditure charged against Earmarked Reserves	(409)
	Other adjustments	
0	Reverse impairments in year from Revaluation Reserve	0
0	Adjusting amounts written off from the Revaluation Reserve	6,155
(105,437)		(113,872)

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.

2021/22		2022/23
£'000		£'000
164	Balance at 1 April	164
0	In year fair value adjustment of private sector housing loans	0
164		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.

2021/22		2022/23
£'000		£'000
76,747	Balance at 1 April	54,905
(27,705)	Actuarial (Gains)/Losses on Pensions Assets and Liabilities	(73,463)
10,243	Reversal of items relating to Retirement Benefits on the Provision of Services in the CIES	10,136
(4,380)	Employer's Pensions Contributions and Direct Payments to Pensioners Payable in the Year	(4,698)
54,905		(13,120)

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

2021/22		2022/23
£'000		£'000
	Council Tax	
419	Balance at 1 April	23
(396)	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	0
23	Balance at 31 March	23
	Non-Domestic Rates	
7,561	Balance at 1 April	2,389
(5,172)	Amount by which NNDR income credited to the CIES is different from NNDR income calculated for the year in accordance with statutory requirements	(3,675)
2,389		(1,286)
2,412	Total	(1,263)

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.

2021/22		2022/23
£'000		£'000
262	Balance at 1 April	190
(262)	Settlement or cancellation of accrual made at the end of the preceding year	(190)
190	Amounts accrued at the end of the current year	162
190		162

Notes to Core Financial Statements

14 Cash and Cash Equivalents

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

2021/22		2022/23
£'000		£'000
	8 Cash held by Officers	8
2,317	Bank Current Accounts	622
20,863	Short Term Deposits	15,008
23,188	Cash and Cash equivalents at the end of the reporting period	15,638

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.

2021/22		2022/23
£'000	Charge for Services	£'000
62	Grass Cutting Service	48
50	Care and Repair Service	157
871	Car Park Management Services	848
83	CCTV Services	100
1,066		1,153

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 2022/2023.

Notes to Core Financial Statements

Joint Arrangements

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:

2021/22		2022/23
£'000		£'000
6,233	Expenditure	7,049
(1,856)	Receipts	(8,289)
4,377		(1,240)

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 2023.

17 Members’ Allowances

The Council paid £507,000 in 2022/23 (£460,000 in 2021/22) 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:

2022/23	Salary, Fees and Allowance £	Taxable Expenses £	Pension Contributions £	Total £
Chief Executive	119,718	3,486	16,719	139,923
Executive Director	100,431	-	14,390	114,821
Executive Director	97,350	3,614	8,678	109,642
Executive Director - Partial Year from 27/2/2023	9,682	-	1,356	11,038
Assistant Director Finance Services (Section 151 Officer)	82,630	1,239	11,568	95,437
Monitoring Officer - Partial Year from 02/05/2022	66,539	-	9,315	75,854

There were no bonus payments to report.

The Council's legal monitoring officer requirements were fulfilled by East Law (part of North Norfolk District Council) as part of a service level agreement. The Council paid East Law £14,567 in 2022/23 (£265,582 in 2021/22.) From 2 May 2022 the monitoring officer was employed directly by the Council.

Notes to Core Financial Statements

2021/22	Salary, Fees and Allowance	Taxable Expenses	Pension Contributions	Total
	£	£	£	£
Chief Executive	136,136	3,297	18,146	157,579
Executive Director	99,843	3,108	13,978	116,929
Executive Director	103,486	328	14,488	118,302
Assistant Director Finance Services (Section 151 Officer)	80,046	1,239	11,206	92,491

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:

2021/22 Number of Employees	Remuneration band	2022/23 Number of Employees
8	£50,000-£54,999	11
2	£55,000-£59,999	6
3	£60,000-£64,999	3
4	£65,000-£69,999	4
3	£70,000-£74,999	1
1	£75,000-£79,999	3
2	£80,000-£84,999	2
0	£85,000-£89,999	1
23	Total of Employees	31

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	
	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23
							£000s	£000s
Up to £20,000	0	0	0	0	0	0	0	0
£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	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0

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.

Notes to Core Financial Statements

Discretionary Post-retirement Benefits

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 2021/22 and 2022/23.

2021/22		2022/23
£'000		£'000
	Gross Liabilities	
(244,852)	Opening balance as at 1 April	(235,909)
(4,930)	[I] Interest Cost	(6,442)
17,500	[II] Actuarial losses / (gains) from changes in financial assumptions	79,704
(8,666)	[III] Current Service Cost	(8,597)
(1,051)	[IV] Contributions by scheme participants	(1,181)
5,880	[IV] Benefits paid	5,646
210	[IV] Estimated unfunded benefits paid	205
(235,909)	Closing balance at 31 March	(166,574)

2021/22		2022/23
£'000		£'000
168,105	Opening fair value of scheme assets balance as at 1 April	181,004
3,353	[I] The return on plan assets (Excluding amount included in net interest expense)	4,903
10,205	[II] Actuarial losses / (gains) from changes in financial assumptions	(6,241)
4,170	[III] Contributions by the employer	4,493
210	[III] Contributions for unfunded (Discretionary benefits)	205
1,051	[IV] Contributions by employees into the scheme	1,181
(5,880)	[IV] Benefits paid	(5,646)
(210)	[IV] Unfunded (Discretionary benefits)	(205)
181,004	Closing Balance at 31 March	179,694
(54,905)	TOTAL NET (LIABILITIES) / ASSETS	13,120

Notes to Core Financial Statements

Net Movement		Net Movement
2021/22		2022/23
4,380	General Fund Charge - Employer Contributions	4,698
(4,286)	[III] Other items to net cost of services	(3,954)
(1,577)	[I] Interest cost minus return on plan assets to financing income & expenditure	(1,499)
(1,483)	Charge to Surplus/(Deficit) upon Provision of Services	(755)
29,010	[II] Actuarial Gains/(Losses) to other income & expenditure	70,124
27,527	(Charge)/Surplus to Comprehensive Income & Expenditure Account for the Year	69,369
(4,380)	Less General Fund Charge - Employer Contributions	(4,698)
23,147	TOTAL MOVEMENT IN PENSION RESERVE FAVOURABLE/ (UNFAVOURABLE)	64,671

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 2023			
	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	1,565	0	1,565	0.9%
Other	0	0	0	0.0%
Private Equity:				
All	0	17,398	17,398	9.6%
Real Estate:				
UK Property	0	15,759	15,759	8.7%
Overseas Property	0	2,707	2,707	1.5%
Investment Funds and Unit Trusts:				
Equities	86,599	0	86,599	47.6%
Bonds	35,125	0	35,125	19.3%
Hedge Funds	0	0	0	0.0%
Commodities	0	0	0	0.0%
Infrastructure	0	20,456	20,456	11.2%
Other	0	0	0	0.0%
Derivatives:				
Inflation	0	0	0	0.0%
Interest Rate	0	0	0	0.0%
Foreign Exchange	(552)	0	(552)	-0.3%
Other	0	0	0	0.0%
Cash and Cash Equivalents:				
All	3,040	0	3,040	1.7%
Totals	125,777	56,320	182,097	100.0%

Notes to Core Financial Statements

Asset Category	Period Ended 31 March 2022			
	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	1,841	0	1,841	1.0%
Other	0	0	0	0.0%
Private Equity:				
All	0	14,710	14,710	8.1%
Real Estate:				
UK Property	0	16,651	16,651	9.1%
Overseas Property	0	2,566	2,566	1.4%
Investment Funds and Unit Trusts:				
Equities	76,693	0	76,693	42.1%
Bonds	52,662	0	52,662	28.9%
Hedge Funds	0	0	0	0.0%
Commodities	0	0	0	0.0%
Infrastructure	0	14,565	14,565	8.0%
Other	0	0	0	0.0%
Derivatives:				
Inflation	0	0	0	0.0%
Interest Rate	0	0	0	0.0%
Foreign Exchange	40	0	40	0.0%
Other	0	0	0	0.0%
Cash and Cash Equivalents:				
All	2,582	0	2,582	1.4%
Totals	133,818	48,492	182,310	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

Notes to Core Financial Statements

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 2023.

The principal assumptions used by the actuary have been:

2021/22	Local Government Pension Scheme	2022/23
	Mortality Assumptions:	
	Longevity at 65 for Current Pensioners:	
21.7yrs	Men	21.9yrs
24.1yrs	Women	24.1yrs
	Longevity at 65 for Future Pensioners:	
24.1yrs	Men	22.2yrs
26.0yrs	Women	26.0yrs
3.90%	Rate of increase in Salaries	2.95%
3.20%	Rate of increase in Pensions	3.65%
2.70%	Rate for discounting Scheme liabilities	4.65%

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)
0.1% decrease in Real Discount Rate	2.0%	2,925
1 year increase in member life expectancy	4.0%	6,841
0.1% increase in the salary increase rate	0.0%	412
0.1% increase in the Pension increase rate(CPI)	1.0%	2,554

Scheme History

	2017/2018	2018/2019	2019/2020	2020/21	2021/22	2022/23
Obligations:	£'000	£'000	£'000	£'000	£'000	£'000
Present Value of Defined Benefit	(190,516)	(213,843)	(189,459)	(244,852)	(235,909)	(166,574)
Fair Value of Assets in the Local Government Pensions Scheme	141,083	146,445	135,645	168,105	181,004	179,694
Deficit in the Scheme	(49,433)	(67,398)	(53,814)	(76,747)	(54,905)	13,120

The liabilities show the underlying commitments that the Council has in the long run to pay post-employment (retirement) benefits. The total liability of £166,574,000 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 £179,694,000, resulting in a positive overall balance of £13,120,000. The statutory arrangements for funding the any potential mean that the financial position of the Council remains healthy. A deficit on the local government scheme would 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.

2021/22		2022/23
£'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.	50
22	Fees payable to the appointed auditor for the certification of grant claims and returns for the year	33
61	Total	122

Additional costs are expected for 2021/22 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 2022/2023 is shown in note 17. During 2022/2023, works and services to the value of £1,644,927 were commissioned from companies in which 15 Members and 3 officers had an interest. Contracts were entered into in full compliance with the Council's standing orders. In addition, grants totalling £901,468 were made to organisations in which 12 Members and 4 officers had an interest. 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 2022/2023 the transactions between the Council and Freebridge Community Housing was expenditure of £21,296 and income of £882,164.

West Norfolk Housing Company Ltd

West Norfolk Housing Company Ltd was set up by the Council and incorporated on 12th September 2016. During 2021/2023 the transactions between the Council and West Norfolk Housing Company Ltd was expenditure of £213,036 and income of £380,322.

The current year's transactions are detailed in the Group Accounts pages 109 to 117.

West Norfolk Property Ltd

West Norfolk Property Ltd was set up by the Council and incorporated on 12th April 2018. There were £169,303 in the financial year 2021/22.

The current year's transactions are detailed in the Group Accounts pages 111 to 11719.

Alive West Norfolk

Alive West Norfolk Ltd was set up by the Council and incorporated on 1st February 2019. During 2021/2023 the transactions between the Council and Alive West Norfolk was expenditure of £860,154 and income of £918,552.

The current year's transactions are detailed in the Group Accounts pages 111 to 11719.

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:

2021/22		2022/23
£'000	Finance Lease - Council as a Lessee	£'000
3,338	Other Land and Buildings	4,784
3,338	Total	4,784

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:

2021/22		2022/23
£'000	Finance Lease (NPV)	£'000
	Finance Lease Liabilities (Net present value of minimum lease payments):	
2	Current	2
149	Non- Current	146
213	Finance Costs payable in future years	207
364		355

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
2021/22	2021/22	2021/22		2022/23	2022/23	2022/23
£'000	£'000	£'000		£'000	£'000	£'000
9	2	7	Not later than one year	9	2	7
34	8	26	Later than one year and not later than five years	34	8	26
319	139	181	Later than five years	310	136	174
362	149	213	Total	353	146	207

The Council has sub-let some of the accommodation held under these finance leases. At 31 March 2023 the minimum payments expected to be received under non-cancellable sub-leases was £1,436.

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.

Notes to Core Financial Statements

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.

2021/22		2022/23
£'000	Operating Lease Payments	£'000
99	Not later than one year	95
371	Later than one year and not later than five years	367
4,140	Later than five years	4,048
4,610	Total	4,510

The expenditure charged to the Operations and Commercial in the Comprehensive Income and Expenditure Statement during the year in relation to these leases was:

2021/22		2022/23
£'000	Minimum Lease Payments	£'000
0	Corporate and Democratic Services	0
7	Cultural and Related Services	18
111	Highways and Transport Services	136
118	Total	154

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.

2021/22		2022/23
£'000	Future minimum lease payments	£'000
2,112	Not later than one year	2,333
6,144	Later than one year and not later than five years	6,508
59,238	Later than five years	48,432
67,493	Total	57,273

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 2022/2023 £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:

2021/22		2022/23
£'000		£'000
(2,605)	Rental Income from Investment Property	(2,813)
657	Direct Operating Expenses/(Income) Arising from Investment Property	699
(1,948)	Direct cost of Investment Properties	(2,114)
7	Other Net Operating Costs	(4)
(1,941)	Net (Gain)	(2,118)

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.

2021/22		2022/23
£'000		£'000
32,017	Balance at Start of the Year	35,597
3,235	Net Gains / (Losses) on Revaluation	7,652
-	- Write Out of Impairments on Revaluations	-
35,252	Net Gains / (Losses) from Movements in the Market Value of Investment Properties	43,249
-	- Additions	-
-	- Impairment /(Valuation)	-
-	- Disposals	-
-	- Derecognition	-
344	Reclassifications	6,667
35,597	Balance at Year End	49,916

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.

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:

2022/23	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 31/03/2023
	£'000	£'000	£'000	£'000
Recurring Fair Value Measurements Industrial Units	0	28,611	0	28,611
Commercial Units	0	11,012	0	11,012
Land	0	1,288	0	1,288
Other	0	9,005	0	9,005
Total	0	49,916	0	49,916

2021/22	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 31/03/2022
	£'000	£'000	£'000	£'000
Recurring Fair Value Measurements Industrial Units	0	23,017	0	23,017
Commercial Units	0	9,776	0	9,776
Land	0	2,804	0	2,804
Other	0	0	0	0
Total	0	35,597	0	35,597

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 £377k charged to revenue in 2022/23 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 2022/23 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:

	2022/23		
	Software Licenses	Housing Nomination Rights	Total
	£'000	£'000	£'000
Balances at start of the year			
Gross Carrying Amount	2,252	303	2,555
Accumulated Impairment	(51)	0	(51)
Accumulated Amortisation	(1,836)	(219)	(2,054)
Net Carrying Amount at Start of Year	365	84	449
Additions:			
Purchases	38	0	38
Amortisation for the Period	(115)	(6)	(121)
Net Carrying Amount at End of Year	326	78	366
Comprising:			
Gross Carrying Amounts	2,290	303	2,593
Accumulated Impairment	(51)	0	(51)
Accumulated Amortisation	(1,951)	(225)	(2,175)
	288	78	366

Notes to Core Financial Statements

	2021/22		
	Software Licenses	Housing Nomination Rights	Total
	£'000	£'000	£'000
Balances at start of the year			
Gross Carrying Amount	2,232	303	2,535
Accumulated Impairment	(51)	0	(51)
Accumulated Amortisation	(1,616)	(212)	(1,828)
Net Carrying Amount at Start of Year	566	91	656
Additions:			
Purchases	19	0	19
Amortisation for the Period	(220)	(6)	(226)
Net Carrying Amount at End of Year	365	84	449
Comprising:			
Gross Carrying Amounts	2,252	303	2,555
Accumulated Impairment	(51)	0	(51)
Accumulated Amortisation	(1,836)	(219)	(2,054)
	365	84	449

26 Heritage Assets

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

Net Book Value	Public Art Collections £'000	Civic Regalia £'000	Museum Collections £'000	Historic Buildings £'000	Archives £'000	Total £'000
At 31 March 2023	170	4,403	6,292	0	4,399	15,264
At 31 March 2022	170	4,403	6,292	0	4,399	15,264
At 31 March 2021	237	6,580	6,292	21	4,845	17,975
At 31 March 2020	237	6,580	6,292	0	4,845	17,954
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

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

Notes to Core Financial Statements

2022-23	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	170	4,403	6,292	79	4,399	15,343
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
	170	4,403	6,292	79	4,399	15,343
Accumulated Depreciation and Impairment						
Balance at start of year	0	0	0	(79)	0	(79)
Impairments recognised to date	0	0	0	0	0	0
Balance at end of year	0	0	0	(79)	0	(79)
NBV AS AT 31 MARCH 2023	170	4,403	6,292	0	4,399	15,264

2021-22	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)	(67)	(2,177)	0	0	(446)	(2,690)
Recognised in the CIES	0	0	0	0	0	0
	170	4,403	6,292	79	4,399	15,343
Accumulated Depreciation and Impairment						
Balance at start of year	0	0	0	(79)	0	(79)
Impairments recognised to date	0	0	0	0	0	0
Balance at end of year	0	0	0	(79)	0	(79)
NBV AS AT 31 MARCH 2022	170	4,403	6,292	0	4,399	15,264

Notes to Core Financial Statements

27 Property, Plant and Equipment

Movements on Balance

Movements in 2022/23	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 2022	139,856	27,078	1,360	169	42,834	211,298
Adjustments to opening balance	308	0	0	0	507	815
Additions	1,992	1,086	0	0	18,118	21,196
Revaluation Increases/Decreases to Revaluation Reserve	182	0	0	0	0	182
Revaluation Decreases to Surplus/Deficit	(33)	0	0	0	0	(33)
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	(12,501)	(12,501)
Derecognition - Other	0	0	0	0	0	0
Derecognition - Other-Revaluation Reserve	0	0	0	0	0	0
Reclassification and Transfers	(4,464)	0	0	0	(2,203)	(6,667)
Balance as at 31 March 2023	137,840	28,164	1,360	169	46,756	214,290
Accumulated Depreciation and Impairment:						
At 1 April 2022	(10,825)	(19,430)	(272)	(93)	(3,683)	(34,303)
Adjustment to opening balance						0
Depreciation Charge	(2,164)	(1,405)	(45)	(0)	0	(3,614)
Depreciation written out to the Revaluation Reserve	-	0	0	0	0	0
At 31 March 2023	(12,989)	(20,835)	(317)	(93)	(3,683)	(37,917)
Net Book Value at 31 March 2023	124,852	7,329	1,043	76	43,073	176,373
Net Book Value at 31 March 2022	129,031	7,648	1,088	76	39,151	176,994

Notes to Core Financial Statements

Movements in 2021/22	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 2021	127,751	23,399	1,360	145	36,995	189,652
Adjustments to opening balance	0	0	0	0	0	0
Additions	9,813	3,679	0	0	6,065	19,556
Revaluation Increases/Decreases to Revaluation Reserve	3,002	0	0	24	0	3,027
Revaluation Decreases to Surplus/Deficit	(253)	0	0	0	0	(253)
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	(114)	0	0	0	(225)	(339)
Derecognition - Other	0	0	0	0	0	0
Derecognition - Other-Revaluation Reserve	0	0	0	0	0	0
Reclassification and Transfers	(344)	0	0	0	0	(344)
Balance as at 31 March 2022	139,856	27,078	1,360	169	42,834	211,298
Accumulated Depreciation and Impairment:						
At 1 April 2021	(8,569)	(18,294)	(224)	(93)	(3,683)	(30,864)
Adjustment to opening balance						
Depreciation Charge	(2,255)	(1,137)	(48)	(0)	0	(3,440)
Depreciation written out to the Revaluation Reserve	0	0	0	0	0	0
Depreciation written out to the Surplus/Deficit on the CIES	0	0	0	0	0	0
Derecognition - disposals	0	0	0	0	0	0
Derecognition - Other	0	0	0	0	0	0
Reclassification and Transfers	0	0	0	0	0	0
At 31 March 2022	(10,825)	(19,430)	(272)	(93)	(3,683)	(34,304)
Net Book Value at 31 March 2022	129,031	7,648	1,088	76	39,151	176,994
Net Book Value at 31 March 2021	119,182	5,105	1,136	52	33,312	158,788

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	7,329	1,043	76	48,924	57,372
Valued at fair value as at:						
31-Mar-23	8,247	0	0	0	0	8,247
31-Mar-22	8,611	0	0	0	0	8,611
31-Mar-21	2,680	0	0	0	0	2,680
31-Mar-20	59,925	0	0	0	0	59,925
31-Mar-19	38,570	0	0	0	0	38,570
Prior to 2016	6,819	0	0	0	0	6,819
Gross Book Value	124,852	7,329	1,043	76	48,924	182,224

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

2021/22		2022/23
£'000		£'000
41,855	Opening Capital Financing Requirement	43,864
	Capital Investment:	
19,648	Property, plant and equipment	21,196
0	Assets held for sale	0
0	Investment Properties	0
19	Intangible assets	38
0	Heritage Assets	0
3,509	Revenue expenditure funded from Capital under Statute	3,464
272	Capital Loan	649
	Sources of Finance:	
(9,112)	Capital Receipts	(11,266)
(10,339)	Government grants and other contributions	(4,399)
	Sums set aside from revenue:	
(129)	Direct revenue contributions	(409)
(1,450)	Revenue contributions for prudential borrowing schemes	(1,251)
(398)	MRP	(398)
(11)	Principal repayment of Finance Leases where the Council is the Lessee	(11)
43,864	Closing Capital Financing Requirement	51,477
	Explanation of movements in year:	
(2,009)	Increase in underlying need to borrowing (unsupported by Government Financial	7,613
(2,009)	Increase/(Decrease) in Capital Financing Requirement	7,613

Capital Commitments

On 31 March 2023 the Council has entered into a number of contracts and the major commitments are:

	Commitment Contractual	Commitment Non-Contractual
	31-Mar-23	31-Mar-23
	£'000	£'000
Community and Partnerships	25	
Major Housing Development	34,738	
Sports Facilities	358	
Vehicles	175	
Other	3	
Total	35,299	0

Notes to Core Financial Statements

29 Assets Held for Sale

2021/22		2022/23
£'000		£'000
575	Balance Outstanding at Start of the Year	575
0	Additions	-
0	Other movements	-
0	Assets newly classified as Held for Sale	0
0	Assets sold	(75)
575	Balance at End of Year	500

30 Short Term Receivables

31-Mar-22		31-Mar-23
£'000		£'000
2,006	Central Government bodies	541
2,754	Local Authorities	1,672
0	NHS Bodies	0
9,078	Other entities and individuals	12,422
13,838	Sub Total	14,635
(2,812)	Allowance for doubtful debt (other entities and individuals)	(2,415)
11,026	Total	12,220

31 Long Term Receivables

31-Mar-22		31-Mar-23
£'000		£'000
4,788	Other entities and individuals	4,792
137	Finance Lease	137
4,925	Sub Total	4,929
(26)	Allowance for doubtful debt (other entities and individuals)	(26)
4,899	Total	4,903

32 Short Term Payables

31-Mar-22		31-Mar-23
£'000		£'000
(21,795)	Central Government bodies	(16,318)
(2,000)	Local Authorities	(2,001)
0	NHS Bodies	0
(14,142)	Other entities and individuals	(8,503)
(37,937)	Total	(26,822)

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. On 31 March 2023, the Council had no material contingent liabilities.

34 Provisions

31-Mar-22	Business Rates Appeals Provision	31-Mar-23
£'000		£'000
(944)	Balance at the 1 April	(829)
(287)	Additional provisions made in year	635
402	Provision unwound in year	(617)
(829)	Balance at the 31 March	(811)

Notes to Core Financial Statements

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-end are as follows:

2021/22		2022/23
£'000	Taxation and Specific Government Grant Income:	£'000
(628)	Revenue support grant	(648)
(838)	New Homes Bonus	(590)
(486)	Rural Services Delivery Grant	(486)
	Lower Tier Grant/Service Grant	(676)
(1,952)	Sub-Total	(2,400)
(7,524)	Section 31 Small Business Relief Grant Credited to NNDR Income	(5,031)
(8,053)	Capital Grants and Contributions	(4,398)
(17,529)	Total Taxation and Specific Non-Service Government Grant Income	(11,829)
	Other Revenue Grant Income:	
0	Business Rates cost of collection - MHCLG	0
(26,048)	Department for Works and Pensions - Housing Benefit Unit	(24,895)
(259)	Discretionary Housing Payments - DWP	(183)
(1,783)	Disabled Facilities - Better Care Fund	(1,783)
(408)	Homelessness Prevention MHCLG/NCC	(555)
(169)	Local Council Tax Support Administration - MHCLG	(164)
0	Policy and Partnerships - NCC	0
(196)	Rough Sleeping Grant - NCC	(225)
(382)	Lily Phase 4 - NCC	(388)
(89)	Welfare Reform Funding - DWP	(52)
0	Heritage Lottery Fund	0
(4,191)	Covid 19 Grants	0
(114)	Covid 19 Sales, Fees and Charges Grant	0
(1,300)	Other	(2,132)
(34,939)	Total Grant Income to Services	(30,377)
(52,468)	Total Grant Income to General Fund	(42,206)
	Contributions	
(1,839)	Waste Collection Credits – NCC	(1,733)
(459)	Other	(672)
(2,298)	Total Contributions	(2,405)
(54,766)	TOTAL GRANTS AND CONTRIBUTIONS TO GENERAL FUND	(44,611)

36 Financial Instruments

31-Mar-22		31-Mar-23
£'000		£'000
	Financial Assets	
	Non-Current	
4,899	Debtors	4,903
	Current	
20,000	Investments	12,000
11,026	Debtors	12,220
35,925		29,123
	Financial Liabilities	
	Non-Current	
(10,000)	Borrowings	0
(213)	Creditors	(202)
	Current	
0	Borrowings	(10,000)
(37,937)	Creditors	(26,822)
(48,150)		(37,024)

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, 2020/21, 2021/22 and 2022/23.

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

Notes to Core Financial Statements

managed by a transfer to or from the Financial Instruments Adjustment Account. The detailed soft loans information is as follows:

31-Mar-22	Title of Soft Loan	31-Mar-23
£'000		£'000
968	Opening Balance	1,060
(3)	- Loans repaid	(3)
95	Impairment losses	95
1,060	Balance carried forward	1,152
1,111	Nominal Value Carried Forward	1,111

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 and 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

Notes to Core Financial Statements

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.

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:

2021/22		2022/23
£'000		£'000
	Surplus or Deficit on the Provision of Services	
	Interest revenue:	
(266)	Financial assets measured at amortised cost	(782)
(266)	Total Interest Revenue	(782)
397	Interest payable	413
397	Total Interest Payable	413
	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

Notes to Core Financial Statements

Fair Value

The Fair Values of Financial Assets and Financial Liabilities

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-22		Financial Liabilities	31-Mar-23	
Carrying Amount	Fair Value		Carrying Amount	Fair Value
£'000	£'000		£'000	£'000
0	0	PWLB debt		
(10,000)	(14,659)	Non-PWLB debt	0	0
0	0	Short term borrowing	(10,000)	(8,986)
(37,937)	(37,937)	Short term creditors	(26,822)	(26,822)
(915)	(915)	Long term creditors	(1,588)	(1,588)
(213)	(213)	Long term finance lease liability	(202)	(202)
(49,065)	(53,724)	Total Liabilities	(38,612)	(37,598)

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-22		Financial Assets	31-Mar-23	
Carrying Amount	Fair Value		Carrying Amount	Fair Value
£'000	£'000		£'000	£'000
20,863	20,863	Money market funds < 1 year	15,008	15,008
2,325	2,325	Cash	630	630
20,000	20,000	Short term investments	12,000	12,000
11,026	11,026	Short term debtors	12,220	12,220
4,899	4,899	Long term debtors	4,903	4,903
59,113	59,113	Total Assets	44,761	44,761

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;

Notes to Core Financial Statements

- 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 service users.

This risk is minimised through the Annual Investment Strategy, contained within the Council's Treasury Management Strategy approved at Council ahead of each Financial Year.

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.

Income Recovery

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

Payment terms are set up on accounts when they are opened. Computer generated reminders are issued a week promptly and reflect the value and type of debt. Following on from this if the debt remains unpaid it may be passed for escalated 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.

Notes to Core Financial Statements

2021/22		2022/23	
Debt Outstanding		Debt Outstanding	
£'000		£'000	
281	0 to 3 months	1,663	
270	4 to 6 months	234	
611	7 to 12 months	264	
895	Over one year	534	
2,057	Total	2,695	

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:

Long-Term Debtor	12 month Expected Credit Losses	Lifetime Expected Credit Losses – Simplified Approach	Total
	£'000	£'000	£'000
Opening balance as at 1 April 2022	0	615	615
b/fwd rounding difference	0	0	0
New financial assets originated	0	0	0
Repayments in year	0	(883)	(883)
Accrued Interest		0	0
Other changes: Impairment	0	268	268
As at 31 March 2023	0	0	0

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.

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.

Notes to Core Financial Statements

Market risk

The maturity analysis of financial liabilities is as follows:

31-Mar-22		31-Mar-23
£'000		£'000
10,000	Less than 1 year	10,000
0	Between 1 and 2 years	0
0	Between 2 and 5 years	0
0	More than 5 years	0
10,000	Total	10,000

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 2023, 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-22		31-Mar-23
£'000		£'000
0	Increase in interest payable on variable rate borrowings	0
0	Increase in interest receivable on variable rate investments	0
3,363	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	1,596
0	Impact on Surplus or Deficit on the Provision of Services	0
3,363		1,596

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.

In carrying out its assessment that this basis is appropriate, made for the going concern period to 31 March 2024, management of the Council have undertaken forecasting of both income and expenditure, the expected impact on reserves, and cashflow forecasting.

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

Date		General Fund	Earmarked reserves
31-Mar-22	Balances	£8.6m	£36.9m
31-Mar-23	Balances	£9.7m	£34.4m

This remains above our minimum level of General Fund balances as set by our S151 Officer of set at 5% of budget requirement (£1.077m 2022/2023; £0.979m 2023/2024).

The Earmarked Reserves contained a one-off Tax Income Guarantee from Government of £11m received in 2021/22 this was repaid in 2021/22 in relation to both the Council Tax and Business Rates Collection funds. The 2022/2023 outturn report included an increased contribution to earmarked reserves of £2.8m to prepare for known inflationary pressures and fund recovery of budgets which are not recovering to Pre-pandemic levels.

The Council has undertaken cash flow modelling through to March 2025 which demonstrates the Council's ability to work within its Capital Financing Requirement and Cash management framework. 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. 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 the Accounts were signed 22 January

Notes to Core Financial Statements

2024, based on its cash flow forecasting and the resultant liquidity position of the Council. This demonstrates that the Council has sufficient liquidity over the same period.

Following assessment of the 2023/2024 outturn, the General Fund will have a predicted balance of £6.36m at 31 March 2024

The Council has undertaken cash flow modelling through to March 2024 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, 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-22		31-Mar-23
£000		£000
49	Interest received	782
(176)	Interest paid	(413)
0	Dividends received	0
(127)	Total	369

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-22		31-Mar-23
£000		£000
3,858	Depreciation	3,454
0	Impairment and downward valuations	(8,962)
0	Amortisation	181
0	Increase/(decrease) in impairment for bad debts	
(6,884)	Increase/(decrease) in creditors	(22,291)
2,646	(Increase)/decrease in debtors	(1,652)
(22)	(Increase)/decrease in inventories	24
5,863	Movement in pension liability	5,438
0	Carrying amount of non-current assets and non-current assets held for sale, sold or derecognised	12,826
34	Other non-cash items charged to the net surplus or deficit on the provision of services	(7,798)
5,495	Total	(18,780)

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

31-Mar-22		31-Mar-23
£000		£000
0	Proceeds from short-term (not considered to be cash equivalents) and long-term investments (includes investments in associates, joint ventures and subsidiaries)	0
(1,187)	Proceeds from the sale of property, plant and equipment, investment property and intangible assets	(11,190)
(10,674)	Any other items for which the cash effects are investing or financing cash flows	(4,933)
(11,861)		(16,123)

40 Cash Flow from Investing Activities

31-Mar-22		31-Mar-23
£000		£000
(18,798)	Purchase of property, plant and equipment, investment property and intangible assets	(19,256)
(4,000)	Purchase of short-term and long-term investments	8,000
1,189	Other payments for investing activities	(557)
1,187	Proceeds from the sale of property, plant and equipment, investment property and intangible assets	11,190
0	Proceeds from short-term and long-term investments	0
11,343	Other receipts from investing activities	5,219
(9,079)	Net cash flows from investing activities	4,596

41 Cash Flow from Financing Activities

31-Mar-22		31-Mar-23
£000		£000
0	Cash receipts of short- and long-term borrowing	0
686	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
0	Repayments of short- and long-term borrowing	0
6,941	Other payments for financing activities	10,127
7,627	Net cash flows from financing activities	10,813

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 (known as NNDR or business rates) 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, appeals and the volatility of the business rates base.

The Business Rates Retention scheme allows us to retain a proportion of our total business rates growth realised in the year. . Due to economic uncertainty the Norfolk Business Rates Pool was not set up in 2021/2023 so we operated the Rates Retention scheme as an individual authority. The Pool was reformed for 2023/2023 and we rejoined from April 2023. The proportionate shares for distributing the business rates income for 2023/2023 are 40% to us, 10% to NCC and 50% to central government.

Business rates 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 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.

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.

2021/22				2022/23		
Business	Council Tax	Total		Business	Council Tax	Total
£'000	£'000	£'000		£'000	£'000	£'000
			Income			
(37,207)	0	(37,207)	Non-domestic ratepayers	(44,197)	0	(44,197)
0	(103,015)	(103,015)	Council Tax	0	(106,307)	(106,307)
(37,207)	(103,015)	(140,222)	Total Income	(44,197)	(106,307)	(150,504)
			Expenditure			
			Apportionment of Previous Year Surplus (Deficit)			
(9,622)	0	(9,622)	Central Government	(3,546)	0	(3,546)
(7,720)	(322)	(8,042)	Borough Council of King's Lynn & West Norfolk	(2,837)	54	(2,783)
(1,951)	(2,326)	(4,277)	Norfolk County Council	(709)	395	(314)
0	(432)	(432)	OPCCN	0	75	75
			Precepts, Demands and Shares			
20,647	0	20,647	Central Government	19,178	0	19,178
19,263	7,020	26,283	Borough Council King's Lynn & West Norfolk	18,278	7,332	25,610
4,130	76,663	80,793	Norfolk County Council	3,836	79,808	83,644
0	14,470	14,470	OPCCN	0	15,152	15,152
0	3,508	3,508	Parish/Special Expenses	0	3,715	3,715
			Charges to Collection Fund			
227	0	227	Cost of Collection Allowance	239	0	239
(288)	0	(288)	Non-Domestic Rates Provision for Appeals	(44)	0	(44)
64	642	706	Bad Debt Provisions	166	71	237
0	0	0	Write-offs of uncollectable amounts	0	0	0
0	0	0	Transitional Protection Payments	6	0	6
24,750	99,223	123,973	Total Expenditure	34,567	106,602	141,169
(12,457)	(3,792)	(16,249)	(Deficit)/Surplus arising during the year	(9,630)	295	(9,335)
18,947	3,583	22,530	(Deficit)/Surplus brought forward 1st April 2022	6,490	(209)	6,281
6,490	(209)	6,281	(Deficit)/Surplus carried forward 31 March 2023	(3,140)	86	(3,054)

Collection Fund Notes

C1 Income from Business Ratepayers

We collect business rates for our area based on the rateable values provided by the Valuation Office Agency (VOA) multiplied by either the standard or small business multiplier set nationally by central government. Until 2013 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 their business rates base but also increasing the financial risk due to volatility and non-collection of rates and the impact of changes and appeals. Instead of paying business rates to the central pool, the income is distributed between central and local government, with local authorities retaining a proportion of the total collectable 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 funding 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 2022/2023, we paid a tariff to Norfolk County Council as the lead authority.

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

2021/22	Contribution to the NNDR Pool	2022/23
£'000		£'000
61,213	Gross non-domestic rates payable	61,682
(24,006)	Less Allowances and other adjustments	(17,485)
37,207	Net Contribution to NNDR pool	44,197

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 2022/2023 has been calculated as £1.72m.

Collection Fund Notes

2021/22	Non-Domestic Rates Appeals Provision	2022/23
£'000		£'000
	In Year Appeals	
199	Balance at 1 April	27
(172)	Adjustment in Year inc Settled Appeals	(2)
0	Adjustment in year	0
27	Balance at 31 March	25
	Back Dated Appeals	
2,161	Balance at 1 April	2,044
(835)	Adjustment in Year inc Settled Appeals	(1,586)
718	Adjustment in year	1,240
2,044	Balance at 31 March	1,698
2,071	NNDR Appeals Provision	1,723

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 tax base was steadily increasing during 2022/2023 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*	*			67	5/9	37
A	Up to £40,000	24,456	23,170	20,774	6/9	13,850
B	£40,001-£52,000	17,697	17,267	15,890	7/9	12,359
C	£52,001-£68,000	13,680	13,346	12,446	8/9	11,063
D	£68,001-£88,000	9,734	9,462	8,948	9/9	8,948
E	£88,001-£120,000	5,142	5,019	4,764	11/9	5,823
F	£120,001-£160,000	2,601	2,545	2,441	13/9	3,525
G	£160,001-£320,000	1,129	1,105	1,051	15/9	1,752
H	More than £320,000	111	110	99	18/9	198
Total		74,550	72,024	66,480		57,555
	Less Reduction for Council Tax Support MOD Dwellings					(5,370)
	Total Taxbase					52,611

*Entitled to a disabled relief reduction

Collection Fund Notes

For 2022/2023 we set a precept of £7,332,395 representing a Band D Council Tax charge of £139.37 for our services. In addition, Special Expenses under section 34(1) of the Local Government Finance Act 1992, totalling £778,270 and Parish Precepts totalling £2,936,470 were levied, averaging £70.61 for a Band D property. The total precept for 2022/2023 was £11,047,135.

Norfolk County Council set a precept of £79,807,498 representing a Band D charge of £1,516.95 and the Norfolk Police and Crime Commissioner set a precept of £15,151,824 representing a Band D charge of £288.00. The total average Band D Council Tax charge for 2022/2023 is £2,014.93. 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 of 31 March 2023 stands at £3.1m surplus (2021/22 £6.3m deficit). This amount is shared as follows:

Collection Fund Balance Sheet						
31-Mar-22				31-Mar-23		
Non Domestic Rates	Council Tax	TOTAL		Non Domestic Rates	Council Tax	TOTAL
£'000	£'000	£'000		£'000	£'000	£'000
(4,055)	(2,568)	(6,623)	Cash held by KLWNBC	4,837	10,969	15,806
1,310	6,174	7,484	Debtors	1,445	(6,795)	(5,350)
(573)	(1,618)	(2,191)	Receipts in Advance	(503)	(2,140)	(2,643)
(647)	(1,847)	(2,494)	Impairment Provision	(863)	(2,121)	(2,984)
(2,071)	0	(2,071)	Appeals Provision	(1,723)	0	(1,723)
6,494	(141)	6,353	Fund (Surplus)/Deficit	(3,140)	87	(3,053)
(228)	0	(228)	EZ & Renewable Energy	(47)	0	(47)
(230)	0	(230)	Transitional Protection Payment	(6)	0	(6)
0	0	0	Total	0	0	0

Collection Fund Notes

C4 The Collection Fund balance as of 31 March 2023 is a deficit of (£3.1m) (2021/22 £6.3m surplus). This amount is shared as follows:

31-Mar-22				31-Mar-23		
NDR	Council Tax	Total		NDR	Council Tax	Total
£'000	£'000	£'000		£'000	£'000	£'000
3,246	0	3,246	Borough Council	(1,256)	9	(1,247)
650	(106)	544	Norfolk County Council	(313)	66	(247)
0	(20)	(20)	OPCCN	0	12	12
2,598	(15)	2,583	Central Government	(1,571)	0	(1,571)
6,494	(141)	6,353		(3,140)	87	(3,053)

The Council Tax Collection Fund is showing a small deficit due to a slightly higher than expected level of bad debt.

The NDR Collection Fund is showing a surplus due to the release of appeals provision at the end of the 2017 Rating List. The actual number of checks, challenges and appeals was much lower than anticipated, and the successful appeals requiring repayment are less than the amount provided for. As no further appeals can be made after March 2023 a substantial amount of provision can be released, leaving a balance to cover any residual outstanding appeals.

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-22				31-Mar-23		
NNDR	Council Tax	Total		NNDR	Council Tax	Total
£'000	£'000	£'000		£'000	£'000	£'000
524	639	1,163	Debtors	578	702	1,280
(229)	(167)	(396)	Receipts in Advance	(201)	(221)	(422)
(259)	(191)	(450)	Impairment Provision	(345)	(219)	(564)
(828)	0	(828)	Appeals Provision	(689)	0	(689)
452	1,936	2,388	Creditors - Local Government	(478)	1,973	1,495
2,250	366	2,616	Creditors - Central Government	(2,395)	375	(2,020)
2,145	(15)	2,130	Fund Surplus to Collection Fund Adj A/c	(1,287)	9	(1,278)
4,055	2,568	6,623	TOTAL	(4,818)	2,619	(2,199)

General Principles

The Statement of Accounts summarises the Council's transactions for the 2021/22 financial year and its position at the year end of 31 March 2023. 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 2021/22 and the Service Reporting Code of Practice 2021/22 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 2022/23. 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 events 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.

Accounting Policies

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

Accounting Policies

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 pension's 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

Accounting Policies

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.

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

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

Accounting Policies

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 of 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 accrual's 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.

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

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

Accounting Policies

- 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.
- 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.

Accounting Policies

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.

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.

Accounting Policies

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 valuer's 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 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 "NMAAS" 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 NMAAS. 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 Hardeknut William Asshebourne's book
 - 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.

Accounting Policies

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 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.

Accounting Policies

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 2020/2021, 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

2021/2022	2020/2021	2019/2020	2018/2019	2017/2018	2016/2017 & previous years
1.5%	10%	10%	50%	70%	100%

Council Tax – Costs Outstanding

2021/2022	2020/2021	2019/2020	2018/2019	2017/2018	2016/2017 & previous years
20%	50%	50%	75%	90%	100%

NNDR

2021/2022	2020/2021	2019/2020	2018/2019 & 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 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

Accounting Policies

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	Consolidated

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 changed 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 become more substantial, and the Company is 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

The Company was incorporated on 12th April 2018. The Company started trading in November 2020. The Borough Council of Kings Lynn & West Norfolk holds 100% of the allotted ordinary shares in West Norfolk Property Ltd. The company is now consolidated within the Group Accounts of the council.

Group Accounts

Group Movement in Reserves Statement

Movements in Reserves during 2022/23	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 2022	(51,661)	(369)	(52,030)	(122,075)	0	(122,075)	(174,105)
Group (Surplus)/Deficit	(11,944)	(362)	(12,306)	0	0	0	(12,306)
Prior Year Adjustment (Surplus)/Deficit	0	0	0	0	0	0	0
Other Comprehensive Expenditure and Income			0	(75,329)		(75,329)	(75,329)
Total Comprehensive Expenditure and Income	(11,944)	(362)	(12,306)	(75,329)	0	(75,329)	(87,635)
Adjustments between Accounting Basis and Funding Basis under Regulations	12,855	0	12,855	(12,855)	0	(12,855)	0
Transfer to/from Earmarked Reserves	0	0	0	0		0	0
Increase / Decrease in Year 2022/23	911	(362)	549	(88,184)	0	(88,184)	(87,635)
Balance at 31 March 2023 carried forward	(50,750)	(731)	(51,481)	(210,259)	0	(210,259)	(261,740)

Group Accounts

Movements in Reserves during 2021/22	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 2021	(58,571)	(246)	(58,817)	(83,205)	0	(83,205)	(142,022)
Group (Surplus)/Deficit	(6,938)	(139)	(7,077)	0	0	0	(7,077)
Prior Year Adjustment (Surplus)/Deficit	0	16	16	0	0	0	16
Other Comprehensive Expenditure and Income			0	(25,022)		(25,022)	(25,022)
Total Comprehensive Expenditure and Income	(6,938)	(123)	(7,061)	(25,022)	0	(25,022)	(32,083)
Adjustments between Accounting Basis and Funding Basis under Regulations	13,719	0	13,719	(13,719)	0	(13,719)	0
Transfer to/from Earmarked Reserves	129	0	129	(129)		(129)	0
Increase / Decrease in Year 2021/22	6,910	(123)	6,787	(38,870)	0	(38,870)	(32,083)
Balance at 31 March 2022 carried forward	(51,661)	(369)	(52,030)	(122,075)	0	(122,075)	(174,105)

Group Accounts

Group Comprehensive Income and Expenditure Statement

2021/22 Restated				2022/23		
Gross Spend	Gross Income	Net Spend		Gross Spend	Gross Income	Net Spend
£'000	£'000	£'000		£'000	£'000	£'000
			Services			
3,306	(95)	3,211	Central Services	3,593	27	3,620
6,521	(1,814)	4,707	Health Wellbeing and Public Protection	7,181	(2,042)	5,139
441	(52)	389	Companies and Housing Delivery	402	24	426
3,943	(3,303)	640	Environment and Planning	5,529	(4,085)	1,444
18,200	(16,861)	1,339	Operations and Commercial	19,519	(17,525)	1,994
1,771	(2,840)	(1,069)	Property and Projects	1,816	(2,930)	(1,114)
2,257	(943)	1,314	Regeneration Housing & Place	1,354	(1,735)	(381)
38,667	(30,133)	8,534	Resources	38,843	(28,358)	10,485
441	(453)	(12)	Chief Executive	336	0	336
796	(260)	536	Legal Services	1,270	(433)	837
3,423	(1,149)	2,274	Leisure and Community Facilities	2,962	(456)	2,506
			Group			
30	(266)	(236)	West Norfolk Property	221	(671)	(450)
437	(676)	(239)	West Norfolk Housing Company Ltd	805	(1,467)	(662)
6,199	(6,257)	(58)	Alive West Norfolk Ltd	7,508	(7,196)	312
86,432	(65,102)	21,330	Cost of Services	91,339	(66,847)	24,492
		1,680	Other Operating (Income)			(850)
		1,603	Financing and Investment (Income)			(10,069)
		(31,690)	Taxation and Non-Specific Grant Income			(25,879)
		(7,077)	(Surplus)/Deficit on Provision of Services			(12,306)
		2,683	(Surplus) on Revaluation of PPE			(1,866)
		(27,705)	Re-measurement of the net defined benefit liability			(73,463)
		(25,022)	Other Comprehensive (Income)			(75,329)
		(32,099)	Total Comprehensive (Income)/Expenditure			(87,635)

Group Accounts

Group Balance Sheet

31-Mar-22			31-Mar-23
£'000		Note	£'000
172,664	Property, Plant and Equipment	27	180,444
15,292	Heritage Assets	26	15,292
33,490	Investment Property	24	30,360
125	Intangible Assets	25	(220)
0	Long Term Investments	36	4,903
2,496	Long Term Receivables	31	0
0	Pension Assets		13,120
224,067	Long Term Assets		243,899
20,000	Short Term Investments	36	16,000
197	Inventories		187
10,058	Short Term Receivables	30	6,840
25,669	Cash and Cash Equivalents	14	15,624
825	Assets Held for Sale	29	825
56,749	Current Assets		39,476
(829)	Provisions	34	(811)
0	Short Term Borrowing	36	0
(39,475)	Short Term Payables	32	(28,528)
(263)	Current Tax Liability		(76)
(40,567)	Current Liabilities		(29,415)
(915)	Grants Receipts in Advance	35	(1,588)
(10,000)	Long Term Borrowing	36	(10,000)
(324)	Other Long Term Liabilities		(427)
(54,905)	Pension Liabilities	20	0
(66,144)	Long Term Liabilities		(12,015)
174,105	Net Assets		241,945
(52,030)	Usable Reserves	MIR	(51,481)
(122,075)	Unusable Reserves	13	(210,259)
(174,105)	Total Reserves		(261,740)

Group Accounts

Group Cash Flow Statement

2021/22		Note	2022/23
£'000			£'000
7,077	Net Surplus or (Deficit) on the Provision of Services	CIES	12,306
7,886	Adjust to Surplus or Deficit on the Provision of Services for Non Cash Movements		(19,668)
(12,136)	Adjust for Items included in the Net Surplus or Deficit on the Provision of Services that are Investing and Financing Activities		(16,123)
2,827	Net Cash flows from Operating Activities		(23,485)
(9,241)	Investing Activities		4,596
7,900	Financing Activities		10,813
1,486	Net Increase or Decrease in Cash and Cash Equivalents		(8,076)
24,183	Cash and Cash Equivalents at the beginning of the Reporting Period		25,669
25,669	Cash and Cash Equivalents at the End of the Reporting Period		17,593

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.

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

2021/22	Adjustment for capital purposes	Net Change for the pension adjustment	Adjustment for Investment Properties	Transfer to/(from) Earmarked Reserves	Other Difference	Total Adjustments
	£'000	£'000	£'000	£'000	£'000	£'000
2021/22 Services						
Central Services	(2)	473	0	(72)	(8)	391
Health Wellbeing and Public Protection	2,504	577	0	(200)	(7)	2,874
Companies and Housing Delivery	0	95	0	(4)	0	91
Environment and Planning	7	672	0	(970)	(13)	(304)
Operations and Commercial	(50)	1,117	0	(1,453)	(11)	(397)
Property and Projects	134	199	249	(79)	18	521
Regeneration Housing & Place	480	103	0	56	(9)	630
Resources	1,103	1,019	0	(2,106)	(26)	(10)
Chief Executive	39	31	0	(68)	(15)	(13)
Legal Services	0	0	0	(246)	0	(246)
Leisure and Community Facilities	1,401	0		(192)		1,209
Net Cost of Services	5,616	4,286	249	(5,334)	(71)	4,746
Other Income and Expenditure	(11,970)	1,577	(249)	5,334	(5,568)	(10,876)
Differences between the Statutory Charge and the (Surplus)/Deficit in the CIES	(6,354)	5,863	0	0	(5,639)	(6,130)



DRAFT ANNUAL GOVERNANCE STATEMENT 2022/23



Approval of the Annual Governance Statement

We recognise the importance of having a sound Governance Framework in place with effective and well understood processes and internal controls to enable the Council to deliver its services and its Corporate Strategy.

The underlying financial environment continues to pose significant challenges for the Council. Within this overall context, the role of good governance remains critical to public trust and confidence in decision making and the use of public funds.

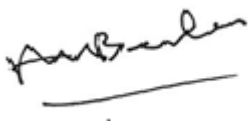
This Annual Governance Statement provides the opportunity for an honest reflection on whether our Governance Framework is fit for purpose and provides the platform on which the Council will hold itself accountable for continuous improvement.

The Review of Effectiveness confirms that during 2022/2023 there was overall assurance against the Council's Governance Framework however there are specific areas of weakness identified for prioritised and targeted improvement alongside an Action Plan for wider improvements.

We are grateful to the Councillors and officers of the Council for all their efforts to ensure that the Council is well run, transparent in its decision making and delivers the 'golden thread' which supports the effective management and leadership of the Council.

We approve this Annual Governance Statement.

Signed:



Cllr Alistair Beales
Leader of the Council
Date: 13.09.24



Lorraine Gore
Chief Executive
Date: 13.09.24

1. Introduction

Good governance is integral for ensuring focussed, lawful, and transparent decision making and leadership in local authorities. It is important that actions and decisions are undertaken in the correct way, for the right people in a timely, inclusive, open, honest, and accountable manner. Having a framework of well understood rules, systems and appropriate access to information is crucial to supporting good governance. Weakness in governance can have far reaching implications and it is important that these are identified and minimised to support good governance.

The Borough Council of King's Lynn & West Norfolk ("the Council") strives to meet the highest standards of corporate governance to help ensure it meets its objectives. Members and officers are responsible for putting in place proper arrangements for the governance of the Council's affairs and the stewardship of the resources at its disposal. Governance comprises the systems and processes, cultures, and values by which the organisation is directed and controlled and through which it is accountable to, engages with, where appropriate, and leads its communities. It ensures that appropriate mechanisms for control are in place and that risks and opportunities are managed effectively.

2. Scope of Responsibility

The Council's responsibilities are to:

- Ensure its business is conducted in accordance with the law and proper standards;
- Safeguard and properly account for public money;
- Use public money economically, efficiently, and effectively; and
- Meet its 'best value duty' to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

The Council has a Code of Corporate Governance which is consistent with the principles of the CIPFA/SOLACE *Delivering Good Governance in Local Government Framework 2016*. The Code was reviewed by Audit Committee during 2018/19 and shall be reviewed and refreshed in 2024/25.

The Annual Governance Statement ("AGS") reports publicly on the extent to which the Council has complied with its governance duties and how the Council has deployed effective governance during the 2022/23 financial year against the Code. It includes a review of effectiveness of its governance arrangements, including systems of internal controls, and sets out proposed changes going forwards to secure continuous improvement.

The Council recognises its responsibility for ensuring a sound system of governance is in place to support the delivery of the Council's Corporate Business Plan and ensure good governance within the Council.

3. The Governance Framework

The Governance Framework comprises the systems, policies, procedures, culture, values, and operations by which the Council is directed and controlled, and its activities through which it accounts to, engages with and, where appropriate, leads its communities. It enables the Council 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.

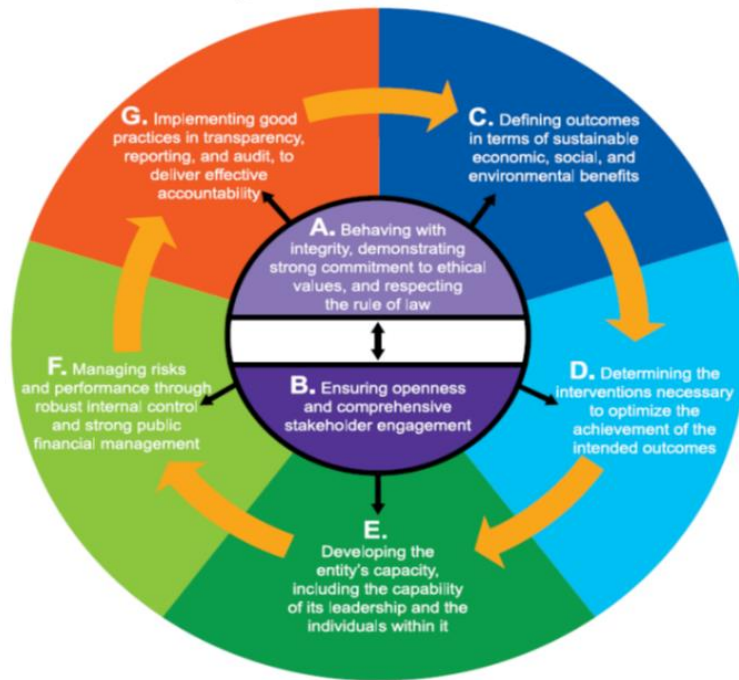
The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system 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 outcomes;
- evaluate the likelihood and potential impact of those risks being realised; and
- manage them efficiently, effectively, and economically.

The Council’s Governance Framework is made up of the many systems, policies, procedures, and operations we have in place, including the Code of Corporate Governance, to help realise the principles within the CIPFA/SOLACE: Delivering Good Governance in Local Government Framework 2016:

<u>A</u>	Behaving with Integrity, Demonstrating Strong Commitment to Ethical Values and Respecting the Rule of Law
<u>B</u>	Ensuring Openness and Comprehensive Stakeholder Engagement
<u>C</u>	Defining Outcomes in Terms of Sustainable Economic, Social, and Environmental Benefits
<u>D</u>	Determining the Interventions Necessary to Optimise the Achievement of Intended Outcomes
<u>E</u>	Developing the Entity’s Capacity, Including the Capability of its Leadership and Individuals Within It
<u>F</u>	Managing Risks and Performance Through Robust Internal Control and Strong Public Financial Management
<u>G</u>	Implementing Good Practices in Transparency, Reporting, and Audit to Deliver Effective Accountability

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



4. How the Council Works

For a summary of how the Council works and details of some of the key areas of the Governance Framework, please refer to Schedule 2.

5. Review of Effectiveness

The Council has responsibility for conducting a review of the effectiveness of its Governance Framework including the system of internal control. This review is conducted with reference to the Council's Code of Corporate Governance and aligned with the CIPFA/SOLACE *Delivering Good Governance in Local Government Framework 2016*.

The Review of Effectiveness is carried by firstly undertaking an 'at a glance' summary throughout the 2022/23 period, and then secondly undertaking a deeper dive into specific areas of the Governance Framework.

5.1 Summary Against the Principles

Principle A: Behaving with Integrity, Demonstrating Strong Commitment to Ethical Values and Respecting the Rule of Law

What Went Well:

- ✓ A new Councillor Code of Conduct was adopted by Full Council after consideration by the Standards Committee. The Code is based on the Local Government Association's Model Code of Conduct, with amendments based on what Members considered works well for West Norfolk

- ✓ Creation and adoption of a 'Declaring an Interest and Managing Any Conflicts Flowchart' which now appears in every Council agenda to support Members in complying with the Code of Conduct and demonstrating transparency to the public
- ✓ Passing the Local Government Association's 'Debate Not Hate' Motion at Full Council
- ✓ Recruiting an internal Monitoring Officer and building an in-house legal team to replace the external provision arrangements

Areas for Improvement:

- ✓ Comprehensive review of the Constitution required via a Constitution Informal Working Group
- ✓ Report to Standards Committee with a summary and trends of Code of Conduct complaints

Principle B: Ensuring Openness and Comprehensive Stakeholder Engagement

What Went Well

- ✓ Adopting the Local Assurance Framework, working in conjunction with Norfolk County Council and the King's Lynn Town Deal Board, to determine the governance framework within which the Town Deal Projects will be delivered
- ✓ Establishing the Hunstanton Advisory Group to support engagement with the Hunstanton local community with regards to emerging funding streams (note the Area for Improvement on decision making)
- ✓ Extensive community and stakeholder engagement on the development of the Southgates Masterplan.
- ✓ Business and voluntary sector engagement undertaken on the Budget proposals

Areas for Improvement:

- ✓ Ensure that decisions to support the creation of new stakeholder groups involving Members and officers are treated as an executive decision where this falls into an executive function, with consultation with affected Members and officers

Principle C: Defining Outcomes in Terms of Sustainable Economic, Social, and Environmental Benefits

What Went Well

- ✓ As part of the RE:FIT programme, the Council implemented a wide range of decarbonisation measures across its estate in 2022/23. The Chief Executive chaired the Norfolk Climate Change Partnership, and the Council also provided the partnership's secretariat and hosted its website.
- ✓ The work of the Tourism Informal Working Group by the Regeneration & Development Panel to assist with the formation of a high-level strategy and action plan for Tourism in West Norfolk and address the tourism Notices of Motion that had been moved at Full Council
- ✓ Identified projects to fund
- ✓ Business cases for the Towns Fund were endorsed by Cabinet including Guildhall, Riverfront Regeneration, Active Clean Connectivity and the Multi-Use Community Hub
- ✓ West Norfolk Investment Plan, Shared Prosperity Funding 2022-24 and Rural England Prosperity Funding 2023-25 were agreed

Areas for Improvement:

- ✓ Strategies for data collection to inform the defining of outcomes and decision making
- ✓ Ensuring there are mechanisms in place to share the work undertaken in Task Groups and Informal Working Groups with all relevant officers and service areas across the Council

Principle D: Determining the Interventions Necessary to Optimise the Achievement of Intended Outcomes

What Went Well

- ✓ Cabinet approved a 'Governance Action Plan' for improving the governance arrangements of the Council's wholly owned companies, including the creation of a Shareholder Committee to carry out the Shareholder function
- ✓ The removal of the 'Town Centre Re-purposing' project and the 'Gyratory' from the Towns Fund Projects to reflect changes in external factors impacting on the value of the interventions and to re-prioritise resources on delivery of the remaining six Town Fund Projects
- ✓ Extensive openness, transparency and engagement around the business cases for the four lead Town Deal Projects
- ✓ Reviewed and revised the performance monitoring process
- ✓ Increased engagement with officers and members around budget setting workstreams, including base budget assumptions, budget development sessions and modelling against Corporate Business Plan/themed areas, e.g. utilities, fees and charges
- ✓ 'Invest to Save' £3m established within the Budget
- ✓ Following consultation, approval to increase Council Tax Support Scheme from 75% to 84%

Areas for Improvement:

- ✓ Analyse and determine the internal capacity and resources available for new projects before committing at an early stage
- ✓ Develop a Fees and Charges Policy
- ✓ Determine how the Invest to Save fund will operate
- ✓ Progress the loan facility arrangements for WNPL and WNHC
- ✓ Earlier engagement on the Memorandum of Understanding for the Norfolk Business Rates Pooling Arrangements
- ✓ Implement the Governance Action Plan for the Council companies

Principle E: Developing the Entity's Capacity, Including the Capability of its Leadership and Individuals Within It

What Went Well

- ✓ Creation of an additional Executive Director role focussed on the delivery of projects and regeneration
- ✓ Recommencement of the Level 5 Diploma in Leadership and Management for selected officers, as well as apprenticeship schemes to develop staff capabilities
- ✓ Developing a revised Member Induction pack for the May 2023 elections, including recorded videos, particularly focussed on new intake Members and a training programme for Members

- ✓ Development of a new Corporate Governance team

Areas for Improvement:

- ✓ Develop a mechanism to promote personal, organisational, and system-wide development through shared learning, including lessons learnt from governance weaknesses both internally and externally
- ✓ Introduce an annual Project Maturity assessment following the assessment undertaken this year
- ✓ Mandatory training required for all officers on Procurement and Contract Management

Principle F: Managing Risks and Performance Through Robust Internal Control and Strong Public Financial Management

What Went Well

- ✓ The Treasury Management Strategy incorporates the prudential indicators which apply to the Capital Strategy and Capital Programme and financial thresholds which the Council operates within
- ✓ The Internal Audit Plan enabled review of the Council's key financial controls and recommended improvements to the control environment and reported to the Senior Leadership team and Audit Committee.
- ✓ The risk register was rationalised during Autumn 2022 to create a strategically themed risk register
- ✓ The Risk Management Policy and Risk Management Strategy were revised and adopted by Full Council
- ✓ A review was undertaken on earmarked reserves to align reserves to committed plans resulting in a new reserve to be used to invest in schemes that would produce a positive return to the council.

Areas for Improvement:

- ✓ Undertake a deep dive review of the capital programme for 23/24
- ✓ Further work to be undertaken of earmarked reserves to support closing budget gap
- ✓ Develop a Cost Management Income Generation Plan
- ✓ Review special expense costs and recharges
- ✓ External Audits of Local government accounts have been delayed across England. Future plans for the Council's financial management will need to incorporate a strategy on meeting the demands necessitated by this external backlog;
- ✓ Develop a strategy for better integrating risk management into service area decision making
- ✓ Complete all of the leases for the properties leased to West Norfolk Property Ltd (WNPL).

Principle G: Implementing Good Practices in Transparency, Reporting, and Audit to Deliver Effective Accountability

What Went Well

- ✓ Extending our call-in arrangements to include Officer Delegated Executive Decisions to demonstrate that 'executive decisions' taken by officers are subject to the same scrutiny as those taken by Cabinet Members, thereby supporting accountability and openness
- ✓ A motion calling for a Local Government Association Peer review was passed at Full Council
- ✓ Introduction of Member briefing session on the proposed budget before the scrutiny meeting to enable the digestion of the material before scrutiny takes place

- ✓ Commencement of Project highlight reports being produced for all Major Projects quarterly and published within the Member Major Project Board agendas
- ✓ Five internal audits were returned with 'substantial assurance' and seven with 'reasonable assurance'
- ✓ Risk based audit planning was introduced as part of the Strategic Internal Audit Planning process.
- ✓ A three lines of assurance model was introduced for the top 5 corporate risks to the council within the Annual Internal Audit Opinion.

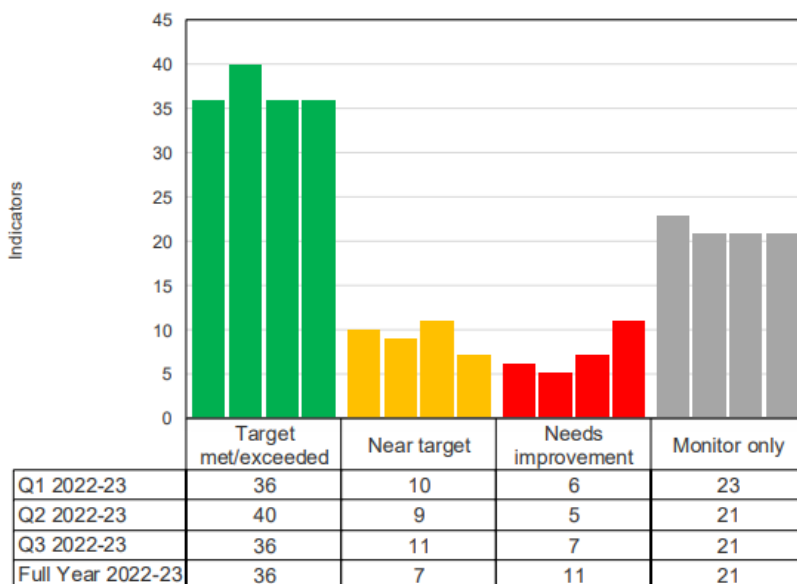
Areas for Improvement:

- ✓ Bringing compliance with all audit recommendations up to date, in particular those following a limited assurance
- ✓ One 'limited assurance' audit returned: Procurement and Contract Management (see below for more detail)
- ✓ Guidance required for officers on operational decisions, executive delegated decisions and when a Cabinet decision is required
- ✓ Improve decision making around Alive West Norfolk's fees and charges via escalation to the Shareholder Committee
- ✓ Pursue an independent person on Audit Committee
- ✓ Decisions on inflationary increases to Members Allowances that could be made within a range, rather than tracking a single percentage, are to be taken by Members, not operationally by officers

5.2 Review Against the areas of the Governance Framework

5.2.1 Performance Monitoring

Corporate monitoring is in place which flows from the Corporate Business Plan down through to each service area and there are a series of corporate monitoring requirements which are regularly reported on to the Corporate Performance Panel (CPP). Overall, many services across the council perform well and this is reflected in the Performance Monitoring Report for 2022/2023 which demonstrates the council's effective delivery of services and support for the community. The 2022/23 monitoring report shows that:



5.2.2 The Corporate Performance Panel (CPP)

Number of call-in's of executive decisions

There was one call-in during 22/23 of the following decision:

1. Council Tax Support Scheme 2023/24: Draft Scheme for Working Age Customers for Consultation

5.2.3 Monitoring Officer

Introduction

This section provides a summary of the key areas of work and focus of the Monitoring Officer during 22/23.

An internal Monitoring Officer was appointed from May 2022 onwards and an internal legal team was recruited to take over the responsibility of the legal provision from April 2023 onwards, which was still delegated to North Norfolk District Council during 22/23.

This year was dominated by governance around the key decisions on the Towns Fund Projects and governance relating to the Towns Board. A significant and necessary piece of work was conducted on corporate governance surrounding the Council's wholly owned companies. A new Councillor Code of Conduct was adopted and resource was spent preparing for the May 2023 elections.

This work was undertaken in challenging circumstances, in terms of the transitional period between the outgoing external legal services provider and building a new internal legal team. In addition, the legacy of the unprecedented amount of 'Councillor on Councillor' formal complaints in 21/22 (9), was still playing a large role in the time spent by the Monitoring Officer on a day-to-day basis.

Constitution

A deep dive into 'call-in' arrangements was undertaken, (call-in is a process whereby an executive decision can be called into the CPP for scrutiny). Notwithstanding the Centre for Governance and Scrutiny's position that only officer 'key decisions' should be called in (this Council's Constitution prohibits officers taking key decisions in any event), it was recommended to Members that changes should be made to permit the call-in of published Officer Delegated Executive Decisions.

The Monitoring Officer considers that it was not good governance that a decision could be taken by a Cabinet Member and called in, but if the same decision was taken by an officer, then it could not be called in. There is no distinction in the Council's Constitution that separates delegated executive decisions taken by Cabinet Members and those taken by officers. This imbalance in accountability, in the context of the political landscape during 22/23, was not supporting good governance, hence it was addressed by way of a Constitutional change. The Administration were supportive of this open and transparent approach to scrutiny of executive decisions.

Standards and Code of Conduct Complaints

- a) Code of Conduct

The Standards Committee were consulted on three occasions with regards to a new Code of Conduct based on the Local Government Association's (LGA) Model Code of Conduct and their associated guidance, including

guidance on complaint handling. The Standards Committee adopted 'Guidance on Member Code of Conduct Complaints Handling' and Full Council adopted the revised Councillor Code of Conduct. The final version of the Code of Conduct made a number of amendments to the LGA Model Code to reflect local circumstances, for example on the Council's companies, and to reflect Members' views.

b) Complaints

There were 30 Code of Conduct complaints in 22/23:

Borough Councillor complaints	13
Parish complaints	17

In relation to the Borough Councillor complaints:

Councillor on Councillor complaints	3
Officer on Councillor complaints	1

A Standards Committee hearing was held during 22/23 to determine three complaints in relation to the same matter.

c) Declarations of Interest

Declarations of Interest were a key theme of complaints against Borough Councillors in 22/23. A new Flowchart on 'Declaring an Interest and Managing Any Conflicts Flowchart' was therefore prepared for insertion into every Council agenda to raise the profile and promote the importance of declaring and managing interest.

Corporate Complaints

A corporate complaints process is in place so that any member of the public who is aggrieved with the way that the Council has provided a service to them or any complaint they have in connection with the Council's functions or the way that they have been treated can make a corporate complaint. Between 1 April 2022 and 31 March 2023 the council received 49 corporate complaints. Decisions on **2** complaints made against the Council to the Local Government and Social Care Ombudsman (LGSCO) were issued. The LGSCO upheld **1** of the **2** complaints.

22/23 Datasheet - Complaints Decided :

Invalid / Incomplete	2
Advice given	0
Referred	3
Closed after initial enquiries	4
Not Upheld	1
Upheld	1
Total	11
Uphold rate %	50%
LGSCO Average Uphold rate %	59%

Wholly Owned Companies

The Monitoring Officer led on a corporate governance 'healthcheck' review of the Council's wholly owned companies, which culminated in the decision of Cabinet on 15 November 2022 to approve the creation of a

Shareholder Committee to exercise the Shareholder function and the approval of a Corporate Governance Action Plan to bring governance in line with best practice. Resource is now required to implement that Action Plan.

Whistleblowing

There was one whistleblowing complaint received in 22/23 which was not progressed to an investigation after an initial response was provided to the complainant.

A review of the Whistleblowing policy is scheduled for 23/24.

Towns Fund Governance

- a) An elevated proportion of resource and support was provided during 22/23 to Members, officers and the Towns Board in relation to governance matters. The concept of a Towns Board, with the private sector and public sector coming together to make decisions about the Town Fund programme but without the Town Board holding any legal status, with the Council remaining the Accountable Body, was a new concept around which the governance had to be created and adapted. Much of this work took place during 20/21 and 21/22 however there was continuing work during 22/23 in terms of revising the Terms of Reference and adopting a new Local Assurance process.
- b) Between April and September 2022 there were 4 Cabinet decisions approving the respective business cases of the 4 largest Town Fund Projects, one decision regarding the re-prioritisation of the Towns Fund programme, an additional decision about the Guildhall Major Project and a decision approving a new Local Assurance Framework (LAF) (a framework for how the governance arrangements between the Council, Town Board and Norfolk County Council operates.)
- c) This was an unprecedented and concentrated strain on resources, requiring 5 special Cabinet meetings during that time period (which did also include other urgent decisions) and 3 special meetings of the Regeneration & Development Panel. The result, however, has been a very open, transparent, and accountable programme, with increased engagement with both the public and Members. Whilst it presented significant resource challenges at the time, the extent and application of the governance framework was commensurate with the proportionate significance of the Town Deal Projects to the Council's Capital Programme. Following these decisions there was a significant drop in governance issues being raised with regards to the Town Deal Board and the Projects.
- d) One complaint was investigated and reported on during 2022/23 under the King's Lynn Towns Board's Code of Conduct regarding failure to declare full interests, which concluded that the allegation was not considered a breach of the Nolan Principles.

Annual Governance Statement (AGS)

The AGS for 2022/23 has been prepared alongside the 2023/24. Whilst this still captures the same content as if it had been undertaken contemporaneously, it was not undertaken and published with the draft Statement of Accounts for 2022/23. This was due to a permanent removal of the previous resource supporting the AGS work. The Monitoring Officer intended for the proposed Corporate Governance team to pick up the AGS work into 2023, however other significant bespoke workstreams drew down on the resource. As the Monitoring Officer had identified that she wished to undertake an overhaul of the format and content of the AGS, this was streamlined into a project alongside the production of the 2023/24 AGS.

Overall Assurance

There were no other significant governance failings that are known other than those covered within this report. The Governance Framework otherwise operated within expected parameters.

The Governance Framework has been tested during 2022/23 and has shown to be effective. Whilst there are undoubtedly areas for improvement, not least the commencement of a full review of the Constitution and the Procurement and Contract Management Transformation, the work during 2022/23 has raised the profile and the importance of the Governance Framework.

5.2.4 Chief Finance Officer

In accordance with the 'Chartered Institute of Public Finance and Accountancy (CIPFA) Statement on the Role of the Chief Financial Officer in Local Government' (published in April 2016), the Section 151 Officer/Assistant Director, Resources, is a professionally qualified Accountant, and is a member of the Council's Senior Leadership Team (SLT), and reports to the Executive Director, Central Services and to SLT (including the Chief Executive) and the Portfolio Holder for Finance (Cabinet Member) on key strategic finance matters.

The Council's financial management arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government and are contained in the Financial Regulations, which form part of the Council's Constitution. Monthly budget monitoring takes place and quarterly reporting to Cabinet and during 2022/23 budget monitoring to SLT was reviewed and is now a quarterly item at the SLT meetings.

The Council's annual budget is subject of extensive updating, scrutiny, and consultation throughout the budget setting process, this includes the Council's General Fund, Capital, and wholly owned company's budgets.

During 2022/23, the Council continued to be impacted by rising costs due to inflation and pay pressures. The impact of inflation is most evident in the Capital Programme, utilities, insurance premiums, and Operation services. Monthly budget monitoring and quarterly reporting enabled Cabinet and Council to remain informed of budget pressures and favourable movements.

The Government's fair funding review, which will affect how funding is allocated and redistributed between local authorities, continues to be delayed. This review is also likely to include a reset of the business rates system. Reset of the system and the establishment of new funding formulae is likely to result in the Council losing a degree of financial advantage under the current system, which derives from the fact that actual Business Rates income is above the baseline in the system. Whilst this continues to create uncertainty for financial planning, the Council takes a cautious approach to estimating reliance on Government funding.

The Council has a large and ambitious Capital Programme, and the realisation of capital receipts and external funding will be important in ensuring affordability and delivery of the programme. The Council recognises the importance of ensuring that capital assets continue to be of long-term use especially against a rapidly changing operational and technological backdrop. Enhancing the management of the Council's existing asset base and looking beyond the traditional medium-term financial planning horizon is a priority. Major capital projects are delivered by dedicated project managers within the Council, with leadership and oversight provided by the SLT.

Whilst the Council faces significant cost pressures, rapidly rising interest rates have provided the Council with additional income from its treasury management activities. Existing loans are all at fixed rates and therefore not susceptible to market increases. During the year, the Council constantly receives advice from its Treasury Advisors regarding the creditworthiness of financial institutions and lending on the local authority market.

Security of the Council's cash is the over-riding consideration in setting its Treasury Management Policy Statement.

5.2.5 Head of Internal Audit

Annual Opinion

Based on the findings of the audit reviews carried out throughout 2022/23 and other sources of assurance available, it is the opinion of the Head of Internal Audit that **Reasonable Assurance** may be given on the Council's risk, governance, and control environment during 2022/2023.

Summary of Audits Undertaken

A total of 13 assurance audits were considered as part of the Annual Opinion, 12 of which received a positive assurance grading. In addition, two Position Statements (advisory work) were carried out for Project Management and Climate Sustainability providing suggested improvements for management to address. It was encouraging to note that of those 12 mentioned above, 5 audits resulted in a Substantial assurance grading:

- Corporate Health and Safety
- Anti-Social Behaviour and Community Safety
- Key Controls and Assurance
- Economic Growth
- Software Licenses

One audit "**Procurement and Contract Management**" resulted in a Limited assurance grading. A total of 13 recommendations were raised (one high, seven medium and five low), which are set out below in the Procurement and Contract Management section.

Outstanding Limited Assurance Recommendations from Previous Years

In addition to the above-mentioned actions, the outstanding high and medium recommendations from limited assurance reports in previous financial years are reflected below:

2021/22 Alive West Norfolk

- 2 High and 1 Medium priority recommendations are outstanding

2021/22 Waste Management

- 1 Medium priority recommendation is outstanding

2021/22 Capital Programme

- 4 High priority recommendations are outstanding

Outstanding Audit Recommendations

There are a total of 55 outstanding high (7) and medium (48) recommendations across all audits.

5.2.6 Anti-Fraud & Anti Corruption

Where people commit fraud against the Council, they take money away from the services on which the public depend, and damage citizens' trust in the government.

A total of 5,293 investigations (including data matching exercise referrals) were completed with a total of **543** cases of fraud/error were identified to the total value of **£402,920.06**.

Compared to 2021/22 the results for 2022/23 have seen a significant increase in volume detection from 201 cases to 543 (**271.50%**), this is largely due to the backlog of data matches which accrued during 2020/21 and 2021/22 because of the covid-19 pandemic. The position has now been recovered.

A further 28 requests were received across the organisation for assistance with debtor/absconder tracing with **11** successful traces made to the value of **£20,266.83**.

5.2.7 Information Governance

Senior Information Risk Owner (SIRO) Annual Report

The following paragraphs represents the SIRO Annual Report. The main purpose of such reporting and management is to provide accountability and greater assurance that information risks are addressed.

Designated Posts

During 2022/23, Eastlaw hosted by North Norfolk District Council, were contracted to provide the Information Governance function for the Council. There were no in-house provisions in place other than the SIRO and Deputy SIRO. Eastlaw provided the Data Protection Officer and Deputy Data Protection Officer.

Personal Data Breaches

The Data Protection Officer has investigated **22** potential personal data breaches. 1 data breach by the council was reported to the Information Commissioners Office (ICO). The ICO has taken no action against the Council but following legal action by the complainant, the council apologised and paid compensation.

Freedom of Information Act (FOI) & Environmental Information Regulations (EIR)

Eastlaw received **548** FOI requests and EIR requests in total. The following issue was highlighted during the year:

- Response times were not recorded by Eastlaw so it is unknown what percentage of requests were completed within the statutory 20-working day target.

5.2.8 Policy Framework

A full review of the policy framework is planned for 2023/24 to ascertain a full master list of all policies, strategies, protocols and plans across the Council, to include details of their lifecycles so that updates and reviews to policies are not missed. This work will also consider whether an exhaustive list of 'non-executive' policies should be determined as the Corporate Policies that are the responsibility of Full Council, and then separate out service specific policies and delegate these as executive policies. Currently all policies must be approved by Full Council. Work should also be undertaken to link and group policies, to ensure there are no conflicts and that appropriate account is taken of connected policies.

The following policies were approved in 2022/23:

- Memorials Safety Policy
- Risk Management Policy
- Treasury Management Policy
- Unreasonable Complaints Policy
- Planning Scheme of Delegation
- Contaminated Land Strategy
- 2022/23 Pay Award
- West Winch Growth Area Masterplan
- Council Tax Support Scheme 2023/24
- Hunstanton Multiuser Hub and Transport Interchange
- LGA Model Code of Conduct
- Members Allowances Scheme 2021-2025

5.2.9 Risk Management

Given the wide range of activities undertaken by the council, we face a wide variety of risks including physical risks to people or property, financial loss, failure of service delivery, corporate governance, and damage to reputation. Effective risk management assists the Council to manage uncertainty and enable better performance against the Corporate Business Plan

The Council's Risk Management Policy and Strategy was approved during 2023/24 and sets out the framework, arrangements, and responsibilities in respect of how risks relating to the delivery of key outcomes and priorities are identified and managed. The Strategy assists officers to apply sound risk management principles and practices across their areas of responsibility recognising employees, Members and those who act on behalf of the Council have a role to play in effective management of risk.

A risk management overview briefing was included in the Member Induction Programme linked to the borough elections in May 2023 and a further training session was provided for Audit Committee.

During the period June 2022 to November 2022 an exercise was undertaken to review the layout and content of the Corporate Risk Register, resulting in an updated "rationalised Corporate Risk Register" being produced and this was effective from November 2022 onwards. Work was also carried out to introduce a Risk Register for the Towns Deal Board which was completed and presented to the Towns Deal Board from January 2023 onwards.

The Corporate Risk Register was presented to Audit Committee in June 2022, November 2022, and February 2023.

5.2.10 Procurement and Contract Management

Areas of Focus

During 2022/23, the Procurement and Contract Management team focussed on a report of spend analysis, procurement compliance, to create wider awareness of the regulations and Contract Standing Orders and how the procurement team can support purchasing departments in gaining best value and meeting our service obligations, through application of best practice in both procurement exercises and contract management.

The procurement team carried out 30 tenders across the Council and the Council's companies. There were 23 exemptions from Contract Standing Orders, which in part relate to the very short timescales on progressing the Town Deal projects and overall programme.

Limited Assurance Audit

An audit of the Procurement and Contract Management service returned a 'limited assurance'. The following recommendations were made:

- High – update Contract Standing Orders
- Medium – increase service areas' engagement with the Procurement Team to ensure all data on procured contracts is captured, introduce mandatory e-learning for all officers, utilise the financial software to its fullest extent to build in checks and balances and support analysis of spend, require utilisation of KPIs and performance management in contracts, prepare guidance and training for Contract Management, create a system for capturing and actioning all Procurement Policy Notes issued by the Cabinet Office and improve arrangements around the Exemptions Register.

Actions against the audit recommendations will be absorbed into a planned Procurement and Contract Management Transformation Project (see below).

Non-Compliant Spend (CSOs)

Non-compliance refers to a compliant procurement method under Contract Standing Orders not being identified by the Procurement and Contract Management team as having been used. Contract Standing Orders are an internal control designed to support best value being achieved and act as a protection against fraud & corruption. They are an essential part of the Governance Framework.

The non-compliant figures are provided with a caveat. They are based on:

- The top 200 contracts throughout the year based on revenue spend (excluding non-influenceable contracts). This equates to £15,628,412.65 of £19,770,678.71 – or 79.04% of total spend
- The top 70 contracts throughout the year based on capital spend (excluding non-influenceable contracts). This equates to £21,268,253.86 of £21,748,270.27 – or 97.79% of total spend

Additionally, non-compliant spend has been treated as contracts that the Procurement and Contract Management team are not aware of. Due to resource constraints, only the top 21 non-compliant revenue contracts have been fully verified as non-compliant which equates to £1,198,157.25 of spend. The capital non-compliant spend has been fully verified. It is possible that valid procurement methods have been used for some or all of the remainder of the revenue contracts, for example via the use of a framework, but the service

area did not inform the Procurement team of this. Accordingly, either way, this points to a breakdown in a fully compliant procedure. Resource would need to be identified to carry out a full verification.

The non-compliant spend figures are:

- Revenue – £2,434,724.70 of £15,628,412.65 spend – equating to 15.58% as non-compliant
- Capital – £463,048.63 of £21,748,270.27 spend – equating to 2.13% as non-compliant

The audit requirement for mandatory training for all officers is the primary action required to mitigate this governance failing. Reducing these figures will be a primary object of the Procurement and Contract Management Transformation (see below).

Procurement and Contract Management Transformation

The Procurement and Contract Management team is going to be focussed on various pieces of work being brought together into one Transformation Project:

- Service area transformation - to align the Procurement and Contract Management function with best practice and improve its integration with the rest of the Council and the Council companies
- Responding to the new procurement regime being introduced by the Procurement Act, which is yet to receive Royal Assent, ensuring all new requirements are incorporated and adopted by the Council before the commencement date of the new regime
- A new Procurement Strategy
- Addressing the limited assurance audit recommendations from 2022/23

5.2.11 Equality, Diversity and Inclusion

During 2022/23, as workloads returned to normal following the pandemic, support has been provided to assist managers undertaking equality impact assessments (EIA) as part of the approval process for new policies and services. A key focus during the year has also been on the equality related needs of employees, particular those whose health and wellbeing has been significantly impacted by the pandemic, often due to lack of access to medical services or treatment which has impacted on their ability to undertake normal day to day duties or work-related tasks. Reports on employment monitoring and the gender pay gap have been completed to deadline with relevant information published on the Council's website.

Work has commenced on a review of the existing Equality Policy, to ensure this remains current and consistent with best practice when compared to other district authorities. The need to review the membership of the Equality Working Group has also been identified, to make sure that all areas of the Council are appropriately represented on the group. Steps to gather a central record of completed EIAs has also commenced, with a view to introducing a structured approach to monitoring and evaluating any impacts identified in the assessments.

Plans have also been made to include equality, diversity and inclusion training in the training and induction programme for Elected Members following the May 2023 local elections. This dedicated diversity training also responded to a motion in September 2022 at Full Council requesting such training to be provided.

5.2.12 Personnel Services

A key focus for the service during 2022/23 has been continued support for employment related issues arising from the pandemic. Temporary working arrangements put in place during 2020/21 have been reviewed and adapted to reflect changes as services return to normal operations. The impact of the pandemic on sickness absence, particularly long-term absence for employees unable to access NHS treatment, has required particular focus and sickness absence procedures have been reviewed to ensure these remain fit for purpose. The delivery of training and development activities has also adapted, moving from solely online delivery back to face-to-face delivery where appropriate.

Recruitment and retention trends have been closely monitored as following low levels of turnover during the pandemic figures increased back to pre-pandemic levels. A review of recruitment advertising style/approach has been undertaken to maximise the effectiveness of adverts, particularly in areas which are hard to recruit. Increased use of progression schemes and reviews of existing progression schemes, such as that in place for Planning, will assist in making our posts attractive to potential candidates. Ongoing support for apprentices, including our corporate apprentice scheme, have proven successful and two additional corporate apprentices have been recruited using funding from the training budget that was not used during the pandemic. A review of apprentice rates of pay has been undertaken to ensure apprentices are appropriately rewarded for the valuable contribution they make as they progress through their training programmes.

Management Development activities have also recommenced, with delivery of two Level 5 Diploma in Management and Leadership programmes commencing during the year and plans put in place for a Level 7 Strategic Management and Leadership Practice to commence early in the 2023/24 year.

5.2.13 Information Technology and Data

The Council has in place key documents which communicate the standards of behaviour required of members and all council staff (officers).

- ICT Asset Management Policy
- ICT Computer Usage Policy
- ICT Corporate Email Policy
- ICT Corporate Internet Policy
- ICT Security Policy
- ICT Service Desk Policy

The ICT related policies are reviewed annually and refreshed when appropriate to ensure they are in line with the latest ICT technology advancements and information security guidelines. Information security is vital for public confidence and the efficient conduct of business.

ICT Security is paramount, and the Council's ICT has to be compliant with a set of controls outlined by the cabinet office - Public Services Network. There has been a 2022/23 audit of the ICT function, the recommendations from which will be actioned going forwards into 2023/24.

Additionally, our website is subject to a government digital service (GDS) website accessibility audit which involves a comprehensive review of our digital products and services, ensuring that they conform with current legislation and that they are accessible to all users, including those with specific access needs.

Other arrangements are in place to ensure compliance with relevant policies and to ensure that expenditure is legal is the ICT Development Group; a group which for the 2022/23 year consisted of the Portfolio Holder, a second Cabinet Member, an additional Member, the Executive Director for Resources, 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.

Wholly Owned Companies

The Council has three wholly owned local authority companies:

- Alive West Norfolk (Sports and Leisure)
- West Norfolk Housing Company Ltd (WNHC); and
- West Norfolk Property Limited (WNPL).

A full review of the governance 'health check' of the Council companies reported to Cabinet, via the CPP, on 15 November 2022.

The governance 'health check' included a review of the role of elected Members on the Board of Directors, recommended the removal of Statutory Officers from positions in the Company, setting up a Shareholder Committee as a sub-committee of Cabinet to undertake the Shareholder function, appointing a Company Secretary to fulfil governance work for the companies together with the update/adoption of governance documents such as Shareholder Agreements, to regularise the role of the Board and the role of the Shareholder. Service Level Agreements that accurately capture the services the Council provide to the companies are also to be reviewed and adopted.

The first meeting of the Shareholder Committee was held in March 2023. The focus for 2023/24 will be implementing the Action Plan approved by Cabinet to bring the governance of the companies in line with best practice and to embed the role and work of the Shareholder Committee until it has a forward work programme fit for assuring sound governance arrangements of the companies.

During the West Norfolk Property external audit, an issue with the date was discovered on some of the leases for the properties which posed a potential risk to the council. This has since been resolved.

Furthermore, the robustness of the leases between the council and West Norfolk Property are currently in the process of being reviewed to ensure they sufficiently outline what each party is responsible for.

Place, Funding and Projects

During this year, increased focus was directed on programme and project governance. The programme team for the £25m (£37m with match funding) King's Lynn Town Deal was strengthened through the addition of two experienced 0.5 FTEs secondments from other teams within the Council. At the start of the 2022 calendar year, a Project Accountant role was created within the Finance team, to advise upon project appraisals, monitor financial aspects of the Capital Programme and the revenue impact, and work closely with the multi-disciplinary teams dealing with projects and interventions within the Council's major funding programmes. This role gained traction during the year and the reporting of financial information improved through various iterations, with input from Senior Officers and the Town Deal Board. The additional post and resultant work brought about increased assurance to the Council and Town Deal Board around project and programme financial governance.

Project Management Governance

In the Autumn, a temporary Project Delivery & Technical Adviser was brought in to review the Council's project governance and resource arrangements. The adviser was in post for 6 months until the end of March 2023. A 'project maturity assessment' process was undertaken by the Adviser in conjunction with teams within the Place Directorate, covering 9 criteria. The work undertaken has led to an improvement plan being put in place, a key part of which was to establish a small Programme Management Office (PMO) to principally support the major capital projects / programmes, to provide project oversight, alignment, and control. Various changes were also made during this time to the proposed operating model for projects and the governance arrangements.

The strengthened resource, the impact from the Technical Adviser role and agreed establishment of a PMO is judged to have had a positive impact on governance arrangements within project and programme governance in 2022/23, particularly around project reporting. Regular Project Highlight Reports are now produced and published to the Member Major Projects Board for openness, engagement and accountability to Members and the public.

The improvement plan and other aspects to be strengthened further will be worked on during 2023/24.

Towns Fund Project Management

The development of the projects within the Town Deal has been overseen by the King's Lynn Town Board. The Council is the Accountable Body for this funding. The Town Deal Board has its own Code of Conduct in place.

A comprehensive update report on the Town Deal programme was agreed by Cabinet in August 2021 and at that time, Cabinet had agreed the projects that would be taken through the Business Case process. Member briefings were given on all Town Deal projects in February 2022 and on the governance arrangements / process in March 2022.

During the 2022/23 year, the council and its strategic partner, Norfolk County Council, developed the 7 Town Deal projects agreed in the Heads of Terms agreement with Government, to full business case stage, in accordance with the HM Treasury Green Book appraisal process¹.

Project Progress

As of April 2022, two Business Cases had been completed, submitted to Government and agreed to commence; these were the Boost skills project (formerly known as the King's Lynn Youth Re-training Pledge) and the Rail to River project (formerly known as the Public Realm project).

Through the detailed feasibility work that was progressed between August 2021 and April 2022, project viability for the remaining 5 projects was tested further and project scopes were refined, taking into consideration current day costs, demand and views gathered through further consultation and engagement. As a result of this work the Programme Board and the Town Deal Board agreed in March 2022 that a reprioritisation review of the remaining 5 projects was required in order to determine where funding should be directed/reallocated, while ensuring the original TIP vision and priorities could be achieved. A 'project prioritisation review' was therefore undertaken in the early part of the year under review and was externally led, to ensure that it was robust, objective and evidence based.

¹ The Treasury Green Book appraisal is a rigorous way of conducting an appraisal, consisting of 5 key dimensions: the Strategic Case, Economic Case, Commercial Case, Financial Case and Management Case.

The reprioritisation process resulted in the Town Centre Repurposing project being removed from the Town Deal programme, with many of its outputs and outcomes able to be picked up by the Multi-User Community Hub project. The change in Town Deal funding allocation to projects reflected those which were considered a higher priority for funding due to their ability to deliver, their alignment with the original TIP and agreed Town Deal, their strategic importance, their impact in terms of outputs and outcomes; and allowed for cost inflation, contingency and other factors.

Cabinet agreed in June 2022 that the Town Centre Repurposing project should remain a project to be pursued by the Borough Council outside of the Town Deal programme, leaving 6 projects being taken forward within the King's Lynn Town Deal programme. Cabinet agreed an updated Local Assurance Framework in August 2022.

Town Deal Board Governance

During 2022-23, governance arrangements already in place, continued; this included a Programme Board, chaired by the Chief Executive (to October 2022, then the Projects & Technical Adviser and latterly the new Executive Director for Place) which receive monthly updates and information on progress; this board is in place to ensure that the approved Local Assurance Framework is being complied with. The King's Lynn Town Deal Board have met regularly throughout the year, to ensure programme oversight and management.

Monitoring & Evaluation returns to the Department for Levelling Up, Housing and Communities (DLUHC) were completed fully and submitted on time, with input from the Town Deal Board and Programme Board officers.

An Internal Audit of the Towns Fund took place with an initial consultation review undertaken and presented to the Corporate Performance Panel in October 2022 outlining some areas for consideration for improvements to be made around the governance arrangements in place based upon the Central Government Towns Fund Guidance and Prospectus. These included:

- Considering the inclusion of representatives from local parish councils which lay within the Town Deal boundary.
- Considering expanding the number and range of local businesses represented on the Town Deal Board (including at least one more business with experience in clean growth).
- Reviewing the Town Deal Board Terms of Reference to include embedding arrangements in local plans, undertaking Environmental Impact Assessments, complying with the Equalities Act, ensuring local communities are involved in shaping design and decision making at each phase of development, ensuring diversity in its engagement with local communities and businesses.

All 5 remaining project business cases were scrutinised, agreed by Town Deal Board and Cabinet, and submitted to Government between August and October 2022. All were agreed, and the full amount of £25m was granted to the Borough Council as per the Heads of Terms.

A report was submitted to cabinet in August 2022 which resulted in the approval of amendments to the Local Assurance Framework to make the governance processes more streamlined and fit for purpose.

King's Lynn was also identified as a priority area for Levelling Up, across a range of government programmes, including Towns Fund, Rural England Prosperity Fund and UK Shared Prosperity Funding. In 2022, Norfolk County Council submitted a successful bid for Levelling Up funding for the Southgate's Masterplan and was awarded £24m for a project which will deliver active travel, heritage and sustainability improvements as well as strengthening the identity of King's Lynn and offer benefits for residents and visitors.

Work is progressing on the Hunstanton Masterplan. A Levelling Up bid was submitted in 2022 for a replacement for the Oasis Leisure Centre, situated on the southern seafront at Hunstanton. Unfortunately, the bid was not successful, so further work is in progress to establish clear plans for the future operation of this

facility. The Council is also working in partnership with Norfolk County Council on the development of a transport hub in Hunstanton.

The Hunstanton Advisory Group as set up in 2022/23 in response to the levelling up agenda and to create a local consultation body made up of the private and public sector, to be consulted with whenever opportunities for funding in Hunstanton arise.

The Council's Local Plan was submitted in 2022. In January 2023, the Planning Inspectors announced the adjournment of the Local Plan Examination to allow the Council the opportunity to undertake further work to justify the spatial strategy and distribution of housing in the Local Plan Review. Work is progressing to address the points raised by the Inspector.

External Assurance

Governance of the Council is monitored by external organisations as well as the internal governance monitoring and controls in place.

External Auditors

On an annual basis our accounts and not just our financial positions, but many other areas flowing through the Council will be audited by an external company which is appointed through a rotation system. External Audit report to the Audit Committee and any reporting that they wish to flag in terms of concerns will come back into the Council.

The Council's Auditors, EY, independently audit the Council and provide an opinion on the truth and fairness of the financial statements, the Council's use of resources and providing value for money in the way services are delivered. In reaching an opinion, EY take account of statutory requirements, national standards, their own audit work, and the reports of Internal Audit.

Throughout 2022/2023 the external auditors and the Assistant Director – Resources (Section 151) provided regular updates and assurance to the Council's Audit Committee regarding the efforts to complete the audit of the 2019/2020 statement of accounts.

The Council and its external auditors are working collectively to address the backlog, which applies to numerous English local authorities. Government have consulted on nationwide plans to address the backlog and as such the work that the Council and its external auditors undertakes to catch-up, needs to comply with guidance and legislation as will be determined by central government and its regulatory partners.

Delays to sign off the Accounts does mean that the Accounts remain liable to further amendment in respect of significant events after the balance sheet date. Late audits also delay the assurance that can be placed on them, and further costs can be incurred. The Council has published draft accounts on its website for 2020/21 and 2021/2022.

Local Government and Social Care Ombudsman

The Local Government and Social Care Ombudsmen handles complaints that are dealt with internally where the complainant remains dissatisfied with the response they have had from the Council and the decision notices produced by the Ombudsmen is publicly reported, with any findings reported back through the Council's democratic process.

Details of complaints received during 2022/23 are dealt with at section 5.2.3 above.

Local Government Association

The Local Government Association has a Peer Challenge process and is a source of guidance and advice for the Council. Following a motion to Full Council in December 2022, and proposals approved by Cabinet in March 2023 an LGA Corporate Peer Challenge has been arranged for 2023/24.

Department for Levelling Up Communities and Housing (DLUHC)

The Central Government Department with ultimate regulatory oversight for Local Government is the Department of Levelling Up Communities and Housing. Where systemic failures occur in the governance of a Council, the DLUHC have the powers to step in, intervene and appoint various people into the organisation to return the Council to a position of good governance.

6. Significant Governance Issues

This section summarises the significant governance issues identified during the year and the actions to be taken to address them.

Issue 1: Delays to auditing the Council's Statement of Accounts

- Progress reports have been presented to the Council's Audit Committee throughout the year. The Council's external auditors have also attended the Audit Committee to address concerns. Additional resources have been applied to support the outstanding audits and closure of the annual accounts.

Issue 2: Continued uncertainty of Government funding

- The Council has estimated a Medium-Term Financial Strategy, taking a cautious approach towards assumed government grants for future years. The Council will develop a Cost Management and Income Generation Plan in order to close the budget gap estimated in future years to reduce reliance on funding from the General Fund Reserve.

Issue 3: Failure to complete the written leases for properties leased to West Norfolk Property Limited

- The Council and WNPL both need to instruct for these leases to be completed as a matter of urgency.

Issue 4: Levels of non-compliant spend

- The Procurement and Contract Management Transformation project will be targeting the reduction of non-compliant spend through mandatory training and improvement of systems to make procurement more accessible for officers.

Issue 5: Procurement and Contract Management Transformation

- Procurement and Contract Management received a limited assurance in 22/23. A Transformation project is to be commenced with external support from the East of England Local Government Association

(EELGA) to deliver an improved function and raise the understanding and engagement with procurement across the Council.

Schedule 1

Governance Action Plan

Actions reported in 2021/22

Item	AGS Action	Issues/Challenges Identified	Progress 2022/23
1	12-month review of the Executive and Scrutiny Protocol	Any issues?	Update needed
2	12-month review of Community Infrastructure Levy (CIL) proposed governance and spending arrangements		Revised governance arrangements were agreed by Cabinet on 2 August 2022 and will be implemented for future applications in 2023.
3	Ensure Public Services Network (PSN) compliance during 2021/22 including progressing any actions identified because of the 2020 audit.	PSN compliance across Local Authorities is being reviewed by Central Government currently.	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.
4	Review the governance framework of the council's wholly owned companies.	Review was delayed pending publication of relevant guidance by CIPFA in May 2022.	Report received from Anthony Collins Solicitors July 2022 and under consideration by Cabinet. Listed on the Forward Plan for October 2022,
5	To provide company director training for	Review was delayed pending publication of relevant guidance by CIPFA in May 2022.	Report received from Anthony Collins Solicitors July 2022 and under

	directors appointed to its companies.		consideration by Cabinet. Listed on the Forward Plan for October 2022,
6	To support the Internal Audit review of the council's approach to developing the annual governance statement.	There have been capacity issues whilst in the process of setting up the new in-house Corporate Governance Team.	Ongoing. Amendments made to the AGS for 2021 and 2022. The length of the draft AGS 2022 is comparably shorter than previous documents.
7	To enhance and develop the operational processes of the new financial ledger software.	The new financial management system went live in April 2020 just as the initial Covid restrictions were put in place. Several 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.
8	To support joint working with Department for Work & Pensions and participate in the Norfolk Counter Fraud Hub.	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. 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.
9	To develop revised social media protocols.	Rescheduled to December 2023 to link with the review of practices after the forthcoming borough elections.	Postponed to December 2023.
10	Development of a training programme to support the equalities policy.	Programme development and delivery rescheduled to March 2023.	Progress has been delayed due to the need update the Equality Policy. Once an assessment of changes required to the policy has been undertaken a training programme will be developed to support current best practice.
11	To transfer the function from Eastlaw including related staff recruitment and data transfer.	Any issues?	Assistant Director for Legal & Licensing appointed. Update needed on recruitment and data transfer.
12	To enhance the Local Assurance Framework and governance related to the King's Lynn Town Deal Board.		Engagement with panels and Cabinet on draft business cases. Compliance with DLUHC annual assurance requirements. LAF reviewed by Cabinet on 10 August 2022. Internal Audit review of Towns Fund management and Governance Arrangements undertaken in September 2022. Ongoing advice from

			Monitoring Officer to Town Deal Board on governance matters including conflicts of interest matters.
13	Provision of training for officers and members to embed the refreshed risk management framework.		Cabinet agreed a refreshed policy and strategy on 26 September 2022. Training approach to be developed and implemented.
14	To progress the following recommendations: <ul style="list-style-type: none"> • Planning Control 2020/21 – Limited Opinion Medium Recommendation • Alive West Norfolk 2019/20 – Substantial Opinion High Recommendation • Property Services- Child Protection 2019/20 – Substantial Opinion High Recommendation 		Update needed
15	Development of a local response to the cost-of-living crisis.		Officer working group being established. Council Tax Energy Rebate distributed including a discretionary payment for vulnerable people. Promotion of Solar Together Norfolk to encourage residents to install solar PV/batteries as a way of reducing energy bills in the longer term in addition to reducing carbon emissions. “Beat your Bills” events held across the borough.

New Actions identified in 2022/23

AGS Action	Issues/Challenges Identified	Context to Action
Undertake a review of the Council’s equality policy, benchmarking with current best practice within local authorities	The Equality Policy was last updated in 2018. Whilst the current policy remains consistent with legislative requirements it is also important to ensure that it continues to reflect current thinking and best practice in a local authority context.	The Assistant Director Central Services and corporate policy team will review the format and content of the current equality policy, to ensure it remains current and reflective of best practice, including benchmarking content/style with that of other authorities. This will ensure the Policy remains appropriate and fit for purpose considering recent developments in equalities.
Undertake a review of the process and paperwork used to	EIA procedures have not been reviewed or updated form some time and we need to ensure that our	EIAs are a valuable tool in demonstrating the Council’s compliance with the requirements of

complete Equality Impact Assessments	processes continue to reflect best practice.	the Public Sector Equality Duty. It is important for the processes we follow to be robust, well embedded and used effectively. The corporate policy team will undertake this review and build any proposed changes/improvements into the work plan for equalities going forward.
Undertake a review of the terms of reference and membership of the Corporate Equality Working Group	The terms of reference for the group need to be refreshed in line with proposed changes to the Equality Policy and the group membership needs to be updated to reflect changes within the Council's organisational structure, to ensure all services are appropriately represented.	The Assistant Director Central Services, in consultation with Senior Leadership Team, will review the Terms of Reference and Membership of the group to ensure these remain fit for purpose and relevant to the needs of the Council.
Source and delivery equality training for Elected Members	It is some time since training was delivered to Elected Members. The new member induction training programme/refresher training programme for returning Members, which will be delivered following the local elections in May 2023, provide the idea opportunity to address this training need.	The Assistant Director Central Services will work with Democratic Services to ensure that this training is included in the member training programme. The Assistant Director Central Services will identify and work with a training provider to ensure the training is tailored to meet the needs of Elected Members.
Project Management	A project management software solution would help to align project governance, project delivery and project management office processes, improve efficiency and provide opportunity for automated and improved reporting.	Scope, tender and implement project management software.
Procurement and Contract Management	Limited Assurance Audit Opinion.	Agreed recommendations to be progressed to action.
Procurement and Contract Management	Preparation required for new legislative requirements.	EELGA diagnostic exercise, workshops, and training to be arranged.
Implement Cost Management and Income Generation Action Plan	Short-term and below inflation funding settlements from Central Government lead to an increasing gap between expenditure and income for future years as stated in the Medium Term Financial Strategy.	The Cost Management and Income Generation Action Plan will enable opportunities to be considered to better position the Council to close the budget gap. Although it is unlikely to fully close the gap.
Improve quality of working papers that explain the calculation of notes in the Statement of Accounts to support	The lapsed time and changes in finance and external audit staff between drafting of the accounts and the performance of the external audit result in knowledge gaps and re-	Effective instructions within and quality checking of working papers improves the ability of independent reviewers to understand the working, particularly when delays are encountered to audit timescales.

review by external audit.	working of audit tests. Increasing the need to effective working papers.	
Review the membership of the Equality Working Group.	There is a need to ensure that all areas of the Council are appropriately represented on the group.	Ensuring all areas are appropriately represented will allow for a consistent approach across the council.

Schedule 2: How the Council Works

Governance Model

The Council operates under 'executive' arrangements, meaning it has a 'Leader' and a 'Cabinet'. The majority of functions are executive, meaning that the responsibility for decision making flows through the Leader and Cabinet through to officers. Examples of executive functions are waste collection, noise complaints and regeneration projects. The remainder of the functions are retained as 'non-executive' and are the responsibility of the Council's Full Council. This includes functions such as setting the budget, the Council's Constitution and the policy framework.

Full Council

Full Council consists of 55 elected Members, called Councillors. They are elected by the voters, in elections held every 4 years, in areas which constitute Borough Wards. We have 35 Borough Wards in West Norfolk.

Councillors can be part of a political Group. During 22/23 the political group make up of the Council had some minor revisions during the year, the latest make up as of 31st March 2023 was:

- Conservative Group: 29
- Independent Group: 14
- Labour: 9
- Independent Members in no Group: 3

The Full Council meets approximately every six to eight weeks.

Cabinet

The Cabinet is made up of the Leader (Cllr Stuart Dark) of the Council and 7 other Cabinet Members. The portfolios of the Cabinet Members during 22/23, as at 31 March 2023 were:

- Cllr Graham Middleton, Deputy Leader – Business, Culture and Heritage
- Cllr Paul Kunes, Environment
- Cllr Sam Sandell, People and Communities
- Cllr Richard Blunt, Development and Regeneration
- Cllr Angie Dickinson, Finance
- Cllr Adrian Lawrence, Property
- Cllr Brian Long, Corporate Services

The Leader's portfolio covers:

- Overall responsibility for setting the Vision for Council and supporting Strategy;
- Overall responsibility for the submission to Council of Policy;
- Overarching responsibility for Cabinet portfolios;
- Developing and managing external Strategic relationships;
- Public Emergencies, Emergency Planning and Emergency Management;
- Democratic arrangements;
- Communication strategy and implementation;
- All staffing related matters;
- Health and Safety as an Employer;
- Equal opportunities strategies and policies;
- Performance issues. KPIs and data quality;
- Civics;
- Legal – Data Protection and Freedom of Information;
- Skills;
- Safeguarding; and
- Any executive functions not covered by another portfolio.

Overview and Scrutiny

The counter-weight to the Leader and Cabinet executive arrangements governance model is the overview and scrutiny function. Scrutiny Committees are in place to scrutinise executive decisions before or after they are made to help develop policy and review the effectiveness of adopted policies. Within the Council, these responsibilities are split across 3 panels, and these are collectively referred to as the "Policy Review and Development Panels":

- CPP (including 'call-ins' of executive decisions)
- Regeneration Development Panel
- Environment and Community Panel

Audit Committee

The Audit Committee provides assurance to the Council on the adequacy and effectiveness of governance arrangements, risk management framework, internal control environment reviews and approves the Council's annual Statement of Accounts. It receives updates on the Risk Management processes in place, the effectiveness of the Council's counter fraud and corruption activities, approves the Annual and Strategic

Internal Audit Plans and receives progress updates against the Annual Internal Audit Plan and the Annual Audit Opinion.

Constitution

The Council's Constitution sets out how the Council procedurally operates, its organisational structure, how the public can participate, how decisions are made and the roles and responsibilities within the Council to ensure that decisions are made in an efficient yet transparent manner and accountable to local people. It specifies the roles and responsibilities of the executive and non-executive, setting delegation arrangements and protocols for effective communication and governance.

The Constitution includes the Council's Financial Regulations, the Councillor Code of Conduct, Contract Standing Orders, the Member/Officer Protocol, and the Members Allowances Scheme.

Budget and Financial Management

The Council's budget is set by the Council each year, usually in February. The budget includes the revenue and capital expenditure, income, and savings plans. It is developed in consultation with service managers and is aligned with the Council's strategic objectives:

- Financial Monitoring Reports are prepared at least quarterly and presented to Audit Committee. All Councillors all receive a copy of the report which provides an update on the Council's financial position against the budget. They highlight any variances, emerging risks, and propose corrective actions where necessary.
- The Medium-Term Financial Strategy is a rolling plan that covers a five-year period (updated position for current financial year and the next 4 years). It provides a framework for future financial planning, identifying potential budget gaps and setting out strategies to manage resources effectively to help ensure long-term financial sustainability and resilience.
- The Annual Statement of Accounts is a statutory report that provides a comprehensive summary of the Council's financial position over the financial year. It includes the balance sheet, income and expenditure account, and other key financial statements. The accounts are prepared in accordance with the CIPFA Code of Practice and are subject to external audit.
- Treasury Management Reports are provided to the Audit Committee half yearly, detailing the Council's borrowing and investment activities. These reports ensure that the Council's treasury management strategy is being implemented effectively and that risks are being managed.
- The Capital Strategy is a key policy that sets out the Council's approach to capital investment over the medium to long term. It is aligned with the Council's corporate priorities and provides a framework for decision making regarding capital expenditure and financing. The Capital Strategy is reviewed annually alongside the Capital Programme as part of the budget-setting process.

Corporate Business Plan

The Corporate Business Plan was reviewed and updated for the period 2021-2023 because of a change in the leadership of the executive. The plan represents the remaining period of the current administration term up to the Local Government elections due in May 2023. The key priorities set out within the Corporate Business Plan are outlined in "The Golden Thread" section below.

Code of Conduct

In accordance with the Localism Act 2011, the Council has adopted a Code of Conduct for Councillors. The Code supports the Council’s duty to promote and maintain high standards of conduct and is based on the ‘Seven principles of public life’ and the Local Government Association’s Model Code of Conduct. The Code of Conduct was reviewed and a new version adopted during 2022/23.

A Code of Conduct for Officers is also in place to set out the standards expected of employees and to promote the highest standards of conduct from all employees who work in local government. A copy of this Code is made available to every employee of the Council.

Observance of these Codes helps to maintain and improve standards and ensure openness and transparency with regards to any issues of potential bias and/or conflicts of interest.

Registers of Members interested are kept in respect of all Borough Councillors and Parish Councillors within West Norfolk. A Gifts & Hospitality Register is also maintained.

The Golden Thread



Corporate Business Plan 2021 -2023

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



Directorate Service Plans

Central Services
 Environment & Planning
 Health, Wellbeing & Public Protection
 Operations & Commercial
 Programme & Project Delivery
 Property & Projects
 Regeneration, Housing & Place
 Resources
 Legal and Licensing



Corporate Governance

Constitution
 Corporate Risk Register
 Statutory Officers
 Key Performance Indicators, Performance monitoring and Performance Management Scheme
 Annual Governance Statement
 Internal Audit
 External Audit
 Medium Term Financial Plan
 Town Deal Board Governance
 Shareholder Committee



Performance Management Scheme

Personal objectives and targets
 Personal development and training opportunities
 Appraisals, 1-2-1s and Team Meetings

Project Management

The Council has a Capital Programme of £205,154,120 for the period 2022/23 to 2026/27. The Council monitors ongoing ‘Major Projects’ through the Officer Major Projects Board and the Member Major Projects Board. Project Highlight Reports for all Major Projects are produced quarterly and published for openness and

transparency through the Member Major Projects Board. The Council has set up a Project Management Office to support the co-ordination of delivery of the Major Projects.

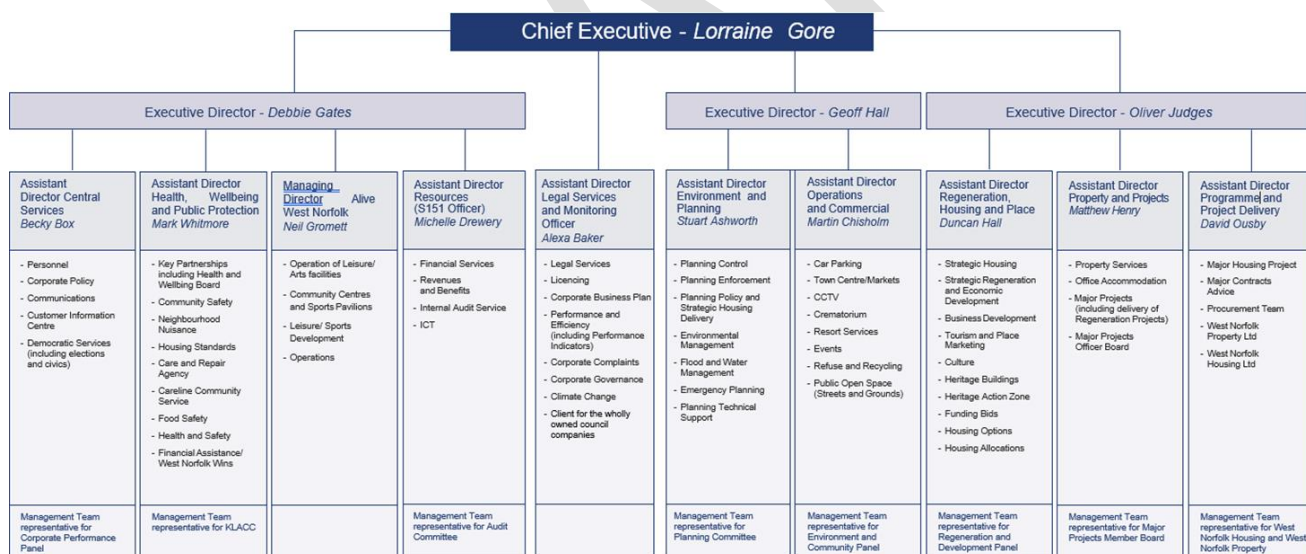
King’s Lynn has a Towns Fund Deal with Central Government. The Council is the Accountable Body for the Towns Fund. Governance arrangements are in place to support the King’s Lynn Town Deal Board, which includes a Local Assurance Framework, Terms of Reference, and their own Code of Conduct.

Statutory Officer Meetings

The Council has a Chief Executive (Head of Paid Service), a Monitoring Officer, and a Section 151 Officer – the three statutory officers of the Council. During 2022/23 ‘Statutory Officer Meetings’ were scheduled monthly. This provides a platform for the three officers to share intelligence related to areas of governance, assurance, budgets, risk, and organisational decision making.

Management Team and Senior Leadership Team

The current management structure of the Council was introduced in January 2020 and supports a collective and accountable leadership, enabling colleagues throughout the organisation to deliver the priorities, projects and actions set out by the Council’s political administration. The structure is headed by a Chief Executive (Head of Paid Service), supported by 3 Executive Directors (in February 2023 the Council introduced a new Executive Director for Place), who together form the Management Team (“MT”). The Senior Leadership Team (“SLT”) is made up of the Management Team plus the 9 Assistant Directors and the Managing Director of Alive West Norfolk :



Key Roles

The key roles of those responsible for developing and maintaining the Governance Framework are:

The Council	<p>Approval of the Corporate Business Plan.</p> <p>Approves the Constitution (including the Financial Regulations and Member Code of Conduct)</p> <p>Approves policy framework and sets the budget.</p>
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Cabinet	<p>The executive decision-making body of the Council.</p> <p>Cabinet is made up of the Leader of the Council and Cabinet Members with responsibility for different portfolios.</p>
Audit Committee	<p>Provides assurance to the Council on the adequacy and effectiveness of governance arrangements, risk management framework and internal control environment.</p> <p>Approves the Annual Statement of Accounts and Annual Governance Statement.</p>
Standards Committee	<p>Promotes high standards of Member conduct.</p>
Corporate Performance Panel	<p>Fulfils the statutory overview and scrutiny functions, as the counter-weight to the 'Leader and Cabinet' model.</p> <p>Its functions also extend to policy review and development.</p>
Management Team (Chief Executive and Executive Directors) and Senior Leadership Team (CE, EDs and ADs)	<p>Provide strategic oversight on:</p> <ul style="list-style-type: none"> • the Corporate Business Plan and emerging issues • key policy items • internal control issues, including risk management • performance management • compliance, including governance • value for money; and • financial management <p>Accountability for developing and maintaining of the Council's performance and risk frameworks.</p>
Chief Executive (Head of Paid Service)	<p>It is the role of the Chief Executive, also known as the Head of Paid Service, to ensure that all the authority's functions are properly co-ordinated as well as organising staff and appointing appropriate management.</p> <p>The Chief Executive has overall accountability for the governance framework and operation of the organisation and staffing.</p>
Assistant Director, Resources (S151 Officer)	<p>Leads and directs the financial strategy of the Council and ensures the Council controls and manages its money well, being suitably qualified and experienced, and ensures the Financial Services Team is fit for purpose.</p> <p>Assist the Council to put in place an appropriate control environment and effective internal controls which provide reasonable assurance of effective and efficient operations, financial stewardship, probity and compliance with laws and regulations.</p> <p>Contributes to the effective corporate management and governance of the Council.</p>
Assistant Director for Legal and Licensing (Monitoring Officer)	<p>The Monitoring Officer ensures that the Council observes its Constitution and operates legally.</p> <p>Key duties include:</p> <ul style="list-style-type: none"> • Reporting on matters they believe to be illegal or amount to maladministration; • Responsible for matters relating to the Conduct of Councillors (Borough and Parish); and • Responsible for maintaining and advising on the operation of the council's Constitution.

	<p>Overall responsibility for the maintenance and operation of the Whistleblowing Policy.</p>
Internal Audit	<p>Provides independent assurance and opinion on the adequacy and effectiveness of the Council's governance, risk management and control framework.</p> <p>Delivers an annual programme of risk-based audit activity, including counter-fraud and investigation activity.</p> <p>Contributes to the effective corporate management and governance of the Council.</p> <p>Makes recommendations for improvements in the management of risk.</p>
External Audit	<p>Audits / reviews and reports on the Council's financial statements (including the Annual Governance Statement), providing an opinion on the accounts and use of resources, concluding on the arrangements in place for securing economy, efficiency, and effectiveness in the use of resources (the value for money conclusion).</p>
Assistant Directors, Heads of Service and Managers	<p>Through the relevant service areas, implement the policy and budgetary framework set by the Council and provides advice to Cabinet and the Council on the development of future policy and budgetary issues.</p> <p>Responsible for implementing the Council's governance, risk, and control framework. Contribute to the effective corporate management and governance of the Council.</p>

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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-today 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

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Borough Council of
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